New Noncommissioned Officers Evaluation Report (NCOER) and Evaluations Entry System (EES)

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Background

- **Key Focus of the Evaluation Reporting System Review:**
  - Reflect current leadership doctrine (ADP 6-22)
  - Establish and enforce rating official accountability
  - Address the "one-size-fits-all"
- **Development Process:**
  - Current NCOER implemented in 1987
  - Proposed changes based on the following:
    - 38th CSA Strategic Priorities
    - DA Centralized Selection Board comments
    - Field input
    - Lessons learned during fielding of OER
  - Mirrors development of OER with modification by Army Leaders

Informed By:

- SECARMY Guidance
- 38th CSA reshaping and approval
- SMA, Board of Directors, and NCO Working Groups
- Other Services and Industry review
- HQDA Centralized Selection Board AARs
- General Officer Steering Committee / Council of Colonels
- ADP 6.0 and ADP 6-22
- Profession of Arms Forum
- Army White Paper, The Profession of Arms
- Army Leader Development Strategy

NCOER remains the primary tool documenting NCO performance and potential

Policy Updates: Army Regulation 623-3

as of 17 April 2015

Agenda

- Army Regulation 623-3 Summary of Change
- Allied Armed Forces Rating Officials
- Senior Rater Grade Requirements
- Supplementary Reviewer
- Loss of a Rating Official or Rated Soldier
- Rater Assessment
- Rater Tendency Label / Rater Tendency Report
- Senior Rater Four-Box Check System
- Senior Rater’s Managed Assessment
- Broadening Assignment Recommendation
- Mandatory Enclosures
- Evaluation Report Redress Program
- Summary

Unclassified

Summary of Change

- Chapter 2: The Rating Chain
  - Specifies service members of allied armed forces are authorized to serve as raters for Noncommissioned Officers (Para 2-5a(2)).
  - Updates and clarifies minimum grade requirements to serve as Senior Rater (Para 2-7 and Table 2-1).
  - Updates and defines supplementary review policy (Paras 2-15 through 2-18 and Para 3-10).
  - Updates policy for loss of a rating official (Para 2-19b).
- Chapter 3: Army Evaluation Principles
  - Includes a new NCOER Rater assessment, Rater Tendency Label, and Rater Tendency Report for NCOs of all components, by rank, for Staff Sergeant through Command Sergeant Major (Para 3-7b and Para 3-11).

Unclassified

Summary of Change (cont.)

- Chapter 3: Army Evaluation Principles
  - Incorporates the Senior Rater four-box-check system and Senior Rater Profile Label for DA Form 2166-9-2 (SSG – 1SG/MSG) and DA Form 2166-9-3 (CSM/SGM) (Para 3-9).
  - Includes a new Senior Rater's managed assessment for DA Form 2166-9-2 (SSG – 1SG/MSG) and DA Form 2166-9-3 (CSM/SGM) reinvigorating the importance of the Senior Rater to the overall assessment process and reinforcing accountability (Para 3-9b).
  - Adds one broadening assignment recommendation for NCOs on DA Form 2166-9-1 (SGT), DA Form 2166-9-2 (SSG – 1SG/MSG), and DA Form 2166-9-3 (CSM/SGM) to assist in talent management (Para 3-9b and Para 3-11).

Unclassified

Summary of Change (cont.)

- Chapter 3: Army Evaluation Principles
  - Clarifies policy when performance and potential comments may be entered by rating officials on evaluation forms (Para 3-17 and Para 3-18).
  - Updates processing procedures for Army National Guard NCOERs (Para 3-33 and App H).
  - Mandates enclosures to DA Form 2166-9 series NCOERs must be in either a .pdf, .jpg, or .tiff format for acceptance as an authorized attachment to the completed evaluation (Para 3-35).
- Chapter 4: Evaluation Report Redress Program
  - Updates policy for newly received derogatory information to incorporate NCOERs (Para 3-38 and Para 4-5).
  - Updates policy for requesting Commander's or Commandant's inquiry (Para 4-5f).

Unclassified

Allied Armed Forces Rating Officials

Policy Change:
Specifies service members of allied armed forces are authorized to serve as Raters for Noncommissioned Officers.

Policy Clarification:
- Only in rare instances will service members of allied armed forces be authorized to serve as raters. The rater will be the supervisor for a minimum period of 90 calendar days.

- Members of allied armed forces are not authorized to be Senior Raters.

Note: For USAR TPU, DIMA, and drilling IRR Soldiers and ARNG Soldiers, the Rater must have served as the supervisor for a minimum of 120 calendar days versus 90 calendar days (see Apps G and H).

Senior Rater Grade Requirements

Policy Change:

Updates and clarifies minimum grade requirements to serve as Senior Raters for evaluation reports.

Policy Clarification:

Table 2–1
Minimum grade requirements for senior raters on DA Form 67-10 series and DA Form 2166-9 series

Rank of rated officer/NCO	Minimum rank or grade of military senior rater	Minimum grade/schedule and pay grades of civilian supervisor senior rater (Merit/GS pay grade)
SGT/SGTP	E-7 (SFC)	GS-9 or equivalent
SSG/SSGP	E-8 (MSG)	GS-9 or equivalent
SFC/SFCP	E-9 (SGM)	GS-9 or equivalent
MSG/MSGP/1SG/1SGP/SGM/CSM	Senior to the rater	GS-9 or equivalent

Note: A promotable noncommissioned officer is one who is on a promotion list and is currently serving in a position authorized for the next higher rank or grade.

AR 623-3, Table 2-

Unclassified

Senior Rater Grade Requirements (cont.)

Personnel authorized to serve as senior raters:

- An Officer or NCO of the U.S. Armed Forces, U.S. Coast Guard, or a DOD civilian (or non-appropriated fund employee).
- Senior executive service (SES) members serving in DOD positions.
- Ambassadors serving at U.S. Consulates.
- Under unique circumstances, requests for other U.S. Government officials to serve as Senior Raters may be granted as an exception to policy.

Note: All senior raters of Reserve and National Guard NCOs must serve a minimum of 90 calendar days versus the minimum 60 calendar day requirement for Active Component.

Supplementary Reviewer

Policy Change:

Updates and defines supplementary review policy to incorporate DA Form 2166-9 series NCOERs.

Policy Clarification:

- Mandatory supplementary reviews are required for: 1) all NCOs with senior raters in the rank of 1LT or below; 2) when no uniformed Army-designated rating official in the grade of CPT or above is in the rating chain for the rated NCO; and 3) “Relief for Cause” evaluation reports when the senior rater or an individual outside of the rating chain directs the relief.

- The supplementary review will be performed by an Army officer, in the rank of CPT or above, within the organization. The officer will be designated as a Uniformed Army Advisor to monitor evaluation practices and provide assistance/advice needed to rating officials (as required) on matters pertaining to Army evaluations.

- Exceptions apply to Commandants of an Army Service School or NCO Academy.

AR 623-3, Para 2-15 – 2-18 &

Unclassified

Check on Learning

1. If a SSG(P) was serving in an authorized SFC position, which grade would a rendered NCOER count towards when calculating the Senior Rater's profile?

2. What is the minimum calendar day requirement for Senior Raters of USAR TPU, DIMA, and drilling IRR Soldiers and ARNG Soldiers?

3. A Supplementary Review is not applicable if the Rater of a SSG is a MSG and the Senior Rater is a CPT in the Air Force. True or False?

4. A British Captain may serve as the Rater for NCOs of all ranks. True or False?

Unclassified

Loss of a Rating Official

Policy Change:

Updates policy for loss of a rating official for NCOs.

Policy Clarification:

- When the Rater is eliminated from the rating chain for any of the reasons cited in paragraph 2-19, it will be determined whether the minimum rating period for an NCOER has been met (see Para 2–10*a*(1)). **If the minimum rating period has not been met, the period is nonrated and a new rater will be designated.**

- If the minimum rating period has been met, **the Senior Rater will perform the rater's function, but only if they feel qualified to rate and have served in the rating chain for 60 or more calendar days.**

Rater Assessment

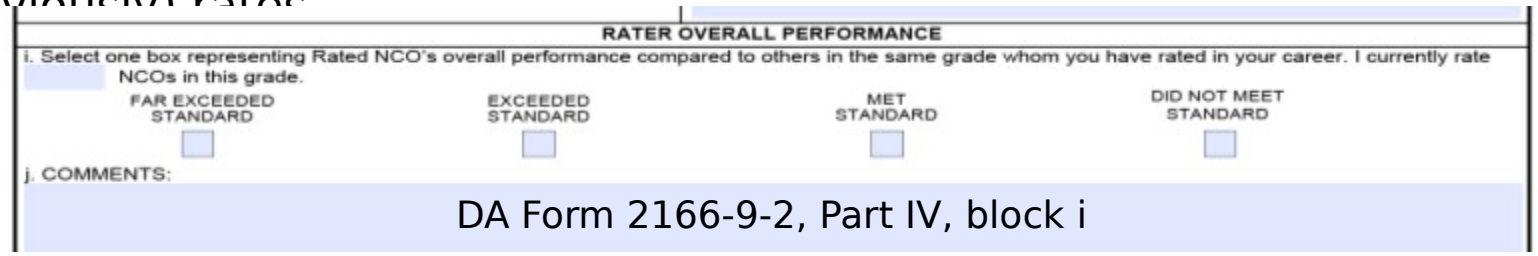
(applies to SSG-CSM/SGM)

Policy Change:

Includes a new NCOER Rater assessment, Rater Tendency Label, and Rater Tendency Report for NCOs of all components, by rank, for Staff Sergeant through Command Sergeant Major.

Policy Clarification:

Rater Assessment – For DA Form 2166-9-2 (SSG-1SG/MSG), Part IV, block i, and DA Form 2166-9-3 (CSM/SGM), Part IV, block e, box checks will be an assessment of the Rated NCO's overall performance during the rating period. This performance is evaluated in terms of Rated NCO compared against other NCOs, of the same rank, the rater currently (and previously) rates.



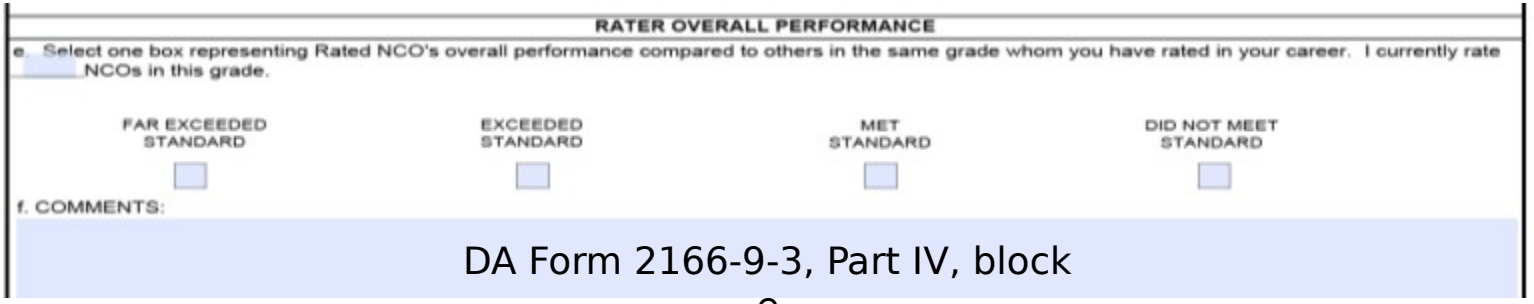
RATER OVERALL PERFORMANCE

i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____ NCOs in this grade.

FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
☐	☐	☐	☐

j. COMMENTS:

DA Form 2166-9-2, Part IV, block i



RATER OVERALL PERFORMANCE

e. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____ NCOs in this grade.

FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
☐	☐	☐	☐

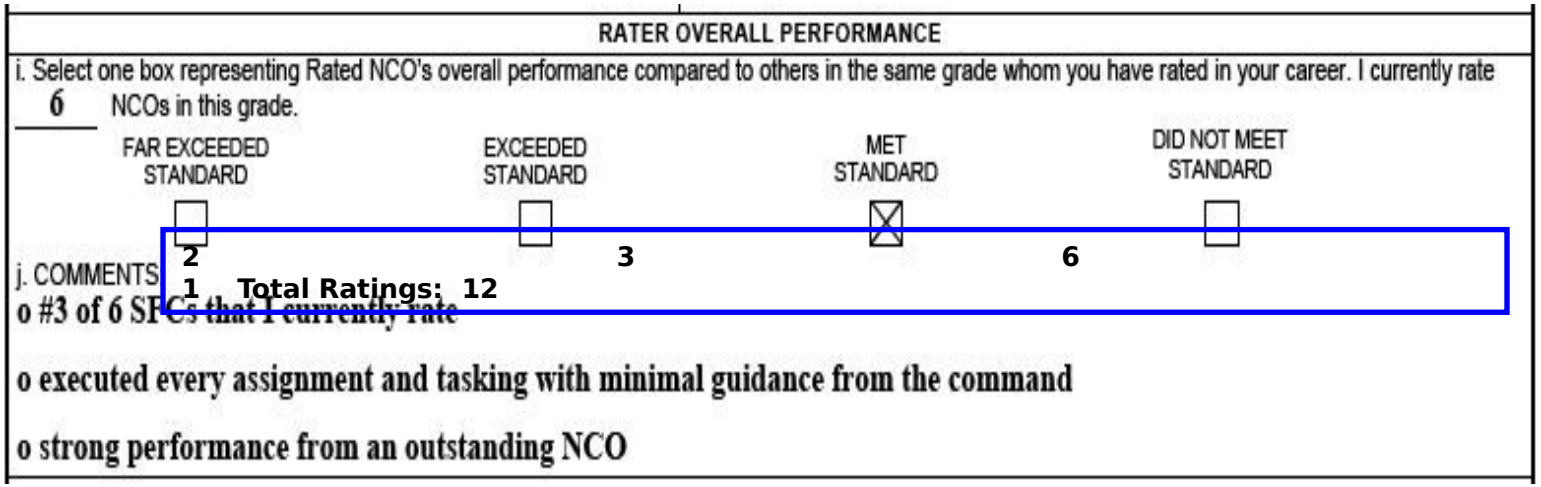
f. COMMENTS:

DA Form 2166-9-3, Part IV, block e

Rater Tendency Label

(applies to SSG-CSM/SGM)

- Rater Tendency Label – the value below each box equals the overall history of those ratings in this grade.
- Rater Tendency (i.e., rating history) will be imprinted on the NCOER and viewable within the Evaluation Entry System (EES) by the Rater's Rater and Senior Rater


RATER OVERALL PERFORMANCE

i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate 6 NCOs in this grade.

FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
☐	☐	☒	☐
2	3	6	

1 Total Ratings: 12

j. COMMENTS

o #3 of 6 SPCs that I currently rate

o executed every assignment and tasking with minimal guidance from the command

o strong performance from an outstanding NCO

Rater Tendency Report

(applies to SSG-CSM/SGM)

- Rater Tendency Report – For NCOERs only, a documented rating history, compiled at HQDA; it displays the rater's rating history by grade.
  - Raters do not maintain a "rating tendency" on NCOs in the rank of SGT and below.
  - Retired NCOs recalled to active duty are not included in the tendency population.
- HQDA makes this information and other administrative information available to the rater and senior rater using the "Rater Tendency"

Rater Tendency

4 items found, displaying

Role	Rank Rated	FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
RATER	SSG	1	2	4	0
RATER	SFC	2	3	6	1
RATER	MSG	1	1	4	0
RATER	SGM	0	1	0	0

Check on Learning

1. Can a Senior Rater's Rater serve as both Rater and Senior Rater for an NCO, if both rating officials (rater and senior rater) get relieved?

2. The Rater Tendency Report tracks the rating history of each Rater for NCOs of all components, by rank, for Sergeant through Command Sergeant Major. True or False?

Unclassified

Senior Rater Four-Box-Check System

Policy Change:

Incorporates the Senior Rater four-box-check system and Senior Rater Profile Label for DA Form 2166-9-2 (SSG – 1SG/MSG) and DA Form 2166-9-3 (CSM/SGM).

Policy Clarification:

- In part V, block a, the Senior Rater will assess the Rated NCO's potential compared to all NCOs of the same rank:
  - MOST QUALIFIED – Identify NCOs with strong potential for promotion in the secondary zone; ahead of peers (Note: Senior Rater must have less than 50% of the ratings in a grade to retain the MOST QUALIFIED label.)
  - HIGHLY QUALIFIED – Identify NCOs with strong potential for promotion with peers.
  - QUALIFIED – Identify NCOs who demonstrate potential to be successful at the next level; promote if able.
  - NOT QUALIFIED – Identify NCOs who do not demonstrate potential for promotion; recommend separation.

Senior Rater Four-Box-Check System (cont.)

Senior Rater Profile Label

HQDA electronically generated label that reflects the senior rater's profile at the time the report processes.

PART V - SENIOR RATER OVERALL POTENTIAL	
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.	b. COMMENTS: SGM Smith's potential is among the best and easily in the top 15%. He is one of the finest NCOs with whom I have had the privilege to work with in my 25 years of service. Already demonstrates leadership and potential to serve at the nominative level. Select for CSM.
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED **HIGHLY QUALIFIED** RNCO: SMITH, BOB SR: DODD, JANE DATE: 2016-02-01 TOTAL RATINGS: 3 RATINGS THIS NCO: 1	

Senior Rater's Managed Assessment

Policy Change:
Includes a new Senior Rater's managed assessment for DA Form 2166-9-2 (SSG – 1SG/MSG) and DA Form 2166-9-3 (CSM/SGM) reinvigorating the importance of the Senior Rater to the overall assessment process and reinforcing accountability.

Policy Clarification:
Senior Raters have a constrained profile which limits the Senior Rater's profile for MOST QUALIFIED ratings at less than 50%. For Senior Raters first establishing a profile (separated by grade), only one of the first four NCOERs received for processing at HQDA for any given grade may be rated as MOST QUALIFIED.

Broadening Assignment Recommendation

Policy Change:
Adds one broadening assignment recommendation for NCOs on DA Form 2166-9-1(SGT), DA Form 2166-9-2 (SSG – 1SG/MSG), and DA Form 2166-9-3 (CSM/SGM) to assist in talent management.

Policy Clarification:
The Senior Rater will identify two successive duty assignments and one broadening assignment for which the Rated NCO is best suited, focusing 3 to 5 years out.

Note. Two successive duty positions and one broadening position will be listed on DA Form 2166-9 series NCOERs – to include retirement and "Relief for Cause" NCOERs. An exception to this rule exists for NCOERs on which the Rater indicates DID NOT MEET STANDARD either by box check or content within the Rater Overall Performance and the Senior Rater indicates a rating of NOT QUALIFIED. On these NCOERs only, no successive duty and broadening assignments are required (DA Pam 623-3).

Performance and Potential Comments

Policy Change:
Clarifies policy when performance and potential comments may be entered by rating officials on evaluation forms.

Policy Clarification:
- For NCOERs, Raters will only comment on performance when writing assessments.

- Potential comments are reserved for Senior Raters on NCOERs.

Army Evaluation Principles

Policy Change:
Updates processing procedures for Army National Guard NCOERs.

Policy Clarification:

- After evaluation reports are completed by the rating officials and provided to the Rated NCO for signature, the forms are forwarded to HQDA (officer AERs and OERs and NCOERs).

- The State EPM office will continue to process NCO AERs. Disposition procedures for ARNG evaluation reports are shown in table H–2.

Check on Learning

1. A senior rater may maintain up to 50% MOST QUALIFIED ratings. True or False?

2. Where are ARNG NCOERs on the DA Form 2166-8 going to be processed after 1 September?

3. Raters may assess performance and potential. True or False?

4. How many Successive and Broadening assignments must the Senior Rater provide?

Unclassified

Mandatory Enclosures

Policy Change:
Mandates enclosures to DA Form 2166-9 series NCOERs must be in either a .pdf, .jpg, or .tiff format for acceptance as an authorized attachment to the completed evaluation.

Policy Clarification:
Enclosures submitted in other format types will not be accepted and will result in a delay of processing the evaluation.

Authorized enclosures:
- Supplementary review comments
- HQDA-approved exception to policy authorizing a rating official to evaluate
- Statement from person who directed “Relief for Cause” NCOER if other than rating official
- Thirty-day waiver approval for a “Relief for Cause” NCOER
- Approved DCS, G–1 waiver of compliance with AR 600–9
- Enclosures that are part of the electronic DA Form 2166-9

Evaluation Report Redress Program

Policy Change:
Updates policy for newly received derogatory information to incorporate NCOERs.

Policy Clarification:
Rating officials will submit an addendum to a previously submitted OER, NCOER, or AER when they become aware of new information that would have resulted in a lower evaluation of the Rated Soldier (officer for OERs, noncommissioned officer for NCOERs, officer or NCO for AERs) after an OER, NCOER, or AER has been processed to the Rated Soldier's AMHRR and is a matter of record.

Evaluation Report Redress Program

Policy Change:
Updates policy for when requesting Commander's or Commandant's inquiry.

Policy Clarification:
Requests for inquiry will occur no later than 60 days after the signature date of the Rated Soldier (or Senior Rater, if Rated Soldier's signature is omitted) for OERs and NCOERs, or authenticating official for AER-S.

Check on Learning

1. Enclosures to DA Form 2166-9 series NCOERs must be in .pdf or .tiff format only. True or False?

2. A rating official can submit an addendum for an NCOER while the evaluation is being processed at HQDA. True or False?

3. What is the NLT date a Commander's or Commandant's Inquiry can be requested once signed by Rated NCO?

Unclassified

Summary

- Army Regulation 623-3 Summary of Change
- Allied Armed Forces Rating Officials
- Senior Rater Grade Requirements
- Supplementary Reviewer
- Loss of a Rating Official or Rated Soldier
- Rater Assessment
- Rater Tendency Label / Rater Tendency Report
- Senior Rater Four-Box Check System
- Senior Rater’s Managed Assessment
- Broadening Assignment Recommendation
- Mandatory Enclosures
- Evaluation Report Redress Program

Unclassified

DA Form 2166-9 Series

NCOER Support Form & Grade Plate NCOERs

as of 17 April 2015

Agenda

- What is Changing on the NCOER
- NCOER Support Form
- Grade Plate NCOER
  - Part I – ADMINISTRATIVE DATA
  - Part II – AUTHENTICATION
  - Part III – DUTY DESCRIPTION
  - Parts IVa and IVb – APFT and HT / WT
- Army Leadership
- Performance Measures
  - FAR EXCEEDED STANDARD
  - EXCEEDED STANDARD
  - MET STANDARD
  - DID NOT MEET STANDARD

Unclassified

Agenda (cont.)

- Part IV – Rater Assessment
  - CHARACTER
  - Direct-level Report (SGT)
  - Organizational-level Report (SSG-1SG/MSG)
  - Strategic-level Report (CSM/SGM)
- Potential Measures
  - MOST QUALIFIED
  - HIGHLY QUALIFIED
  - QUALIFIED
  - NOT QUALIFIED
- Part V – Senior Rater Assessment
  - Direct-level Report (SGT)
  - Organizational- and Strategic-level Reports (SSG through CSM/SGM)

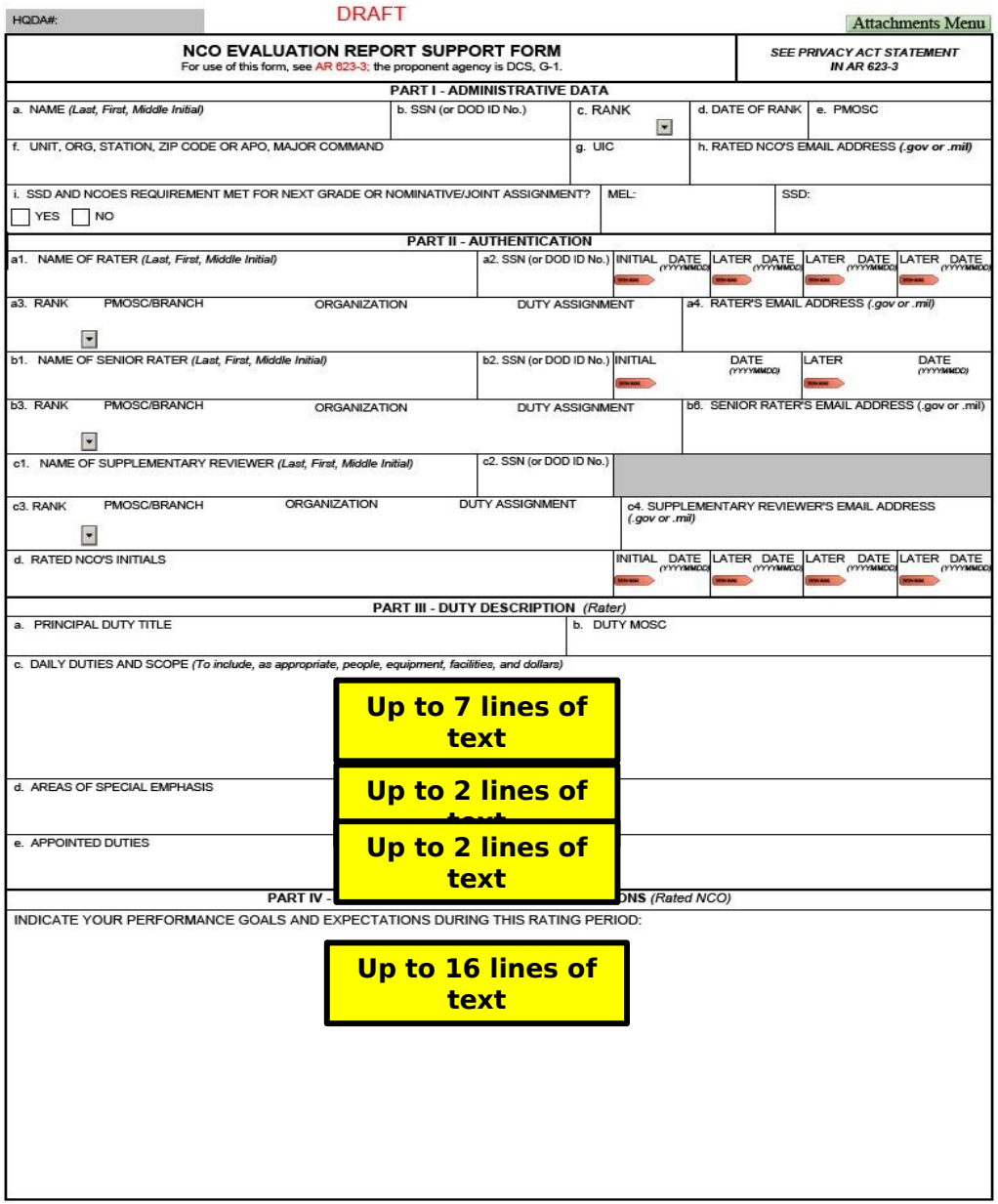
Unclassified

What is Changing on the NCOER

CHARACTERISTIC	CURRENT NCOER (DA FORM 2166-8)	NEW NCOER (DA FORM 2166-9 SERIES)
NCOER Support Form	• Based on the Leadership Dimensions of FM 22-100 • Rater counsels initially and quarterly • Senior Rater – no requirement to counsel • Reviewer – no requirement to counsel; provides oversight/assists rating chain	• Aligns with Leadership Requirements Model of ADP 6-22 • Rated NCO provides goals and expectations • Rater counsels initially and quarterly • Senior Rater should counsel twice during rating period • Supplementary Reviewer, as required • Incorporates SSD/NCOES completion box for next grade
Form	One report for all NCOs	<u>Three reports</u> 1.SGT (Direct) 2.SSG through 1SG/MSG (Organizational) 3.CSM/SGM (Strategic)
Rating Chain Responsibilities	• Rater assesses performance and potential • Senior Rater assesses performance and potential • Reviewer provides oversight/assists rating chain	• Rater assesses performance • Senior Rater assesses potential • Supplementary Reviewer, as required
Army Leadership Doctrine	Based on Leadership Dimensions of FM 22-100	Aligns with Leadership Requirements Model of ADP 6-22
Assessment Format	Bullet comments for all NCOs	• Rater ➢Bullet comments for SGT through 1SG/MSG ➢Narrative comments for CSM/SGM • Senior Rater – narrative comments for all NCOs
Senior Rater Assessment	<u>Uncontrolled promotion-based</u> “1” – Recommendation for immediate promotion “2” – Strong recommendation for promotion “3” – Recommendation for promotion “4” – Should not be promoted at this time “5” – Do not promote	<u>Controlled potential-based</u> • Most Qualified (<50%) • Highly Qualified • Qualified • Not Qualified
Rating Chain	No accountability	Rater Tendency Label and Constrained Senior Rater

NCOER Support Form – Page 1

- Part I – SSD and NCOES requirement met for next grade
- Part II – The Senior Rater should have a face-to-face counseling session (or alternate type of discussion) with the Rated NCO
- Part IV – Rated NCO provides goals and expectations


HQDA#:
DRAFT
Attachments Menu
NCO EVALUATION REPORT SUPPORT FORM
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.
SEE PRIVACY ACT STATEMENT IN AR 623-3
PART I - ADMINISTRATIVE DATA
a. NAME (Last, First, Middle Initial)
b. SSN (or DOD ID No.)
c. RANK
d. DATE OF RANK
e. PMOSC
f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND
g. UIC
h. RATED NCO'S EMAIL ADDRESS (.gov or .mil)
i. SSD AND NCOES REQUIREMENT MET FOR NEXT GRADE OR NOMINATIVE/JOINT ASSIGNMENT?
YES NO
MEL:
SSD:
PART II - AUTHENTICATION
a1. NAME OF RATER (Last, First, Middle Initial)
a2. SSN (or DOD ID No.)
INITIAL DATE (YYYYMMDD)
LATER DATE (YYYYMMDD)
a3. RANK PMOSC/BRANCH ORGANIZATION DUTY ASSIGNMENT
a4. RATER'S EMAIL ADDRESS (.gov or .mil)
b1. NAME OF SENIOR RATER (Last, First, Middle Initial)
b2. SSN (or DOD ID No.)
b3. RANK PMOSC/BRANCH ORGANIZATION DUTY ASSIGNMENT
b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)
c1. NAME OF SUPPLEMENTARY REVIEWER (Last, First, Middle Initial)
c2. SSN (or DOD ID No.)
c3. RANK PMOSC/BRANCH ORGANIZATION DUTY ASSIGNMENT
c4. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS (.gov or .mil)
d. RATED NCO'S INITIALS
PART III - DUTY DESCRIPTION (Rater)
a. PRINCIPAL DUTY TITLE
b. DUTY MOSC
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities, and dollars)
Up to 7 lines of text
d. AREAS OF SPECIAL EMPHASIS
Up to 2 lines of text
e. APPOINTED DUTIES
Up to 2 lines of text
PART IV - ONS (Rated NCO)
INDICATE YOUR PERFORMANCE GOALS AND EXPECTATIONS DURING THIS RATING PERIOD:
Up to 16 lines of text

Unclassified

NCOER Support Form – Page 2

- Part V – Attributes and Competencies (ADP 6-22)
- Part VI – Senior Rater provides comments

HQDA#:

PART V - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

a. CHARACTER: (Army Values, Empathy, Warriors Ethos/Service Ethos, Discipline. Fully supports SHARP, EO, and EEO.)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

b. PRESENCE: (Military and professional bearing, Fitness, Confidence, Resilience)

APFT GOALS:	*CURRENT RECORD APFT:*
PU:_____ SU:_____ RUN:_____ HT/WT:_____ (ONLY AS NEEDED)	a. APFT Pass/Fail/Profile: _____ Date: _____ b. Height: _____ Weight: _____ Within Standard? _____ Reset Item a. APFT/Pass/Fail/Profile

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

c. INTELLECT: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

Up to 8 lines of text for each field in Parts V and VI

d. LEADS: (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

e. DEVELOPS: (Creates a positive command/workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

f. ACHIEVES: (Gets results)

INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES:	LIST SIGNIFICANT CONTRIBUTIONS AND ACCOMPLISHMENTS:

PART VI - SENIOR RATER COMMENTS

Unclassified

Grade-Plate NCOER – Page 1

- Front page is the same for all three grade plate NCOERs
- Narrative comments will be entered for Part IV on DA Form 2166-9-3 (CSM/SGM)

c. CHARACTER: (Include narrative comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)

MET STANDARD ☐ DID NOT MEET STANDARD ☐

HQDA#: DRAFT Attachments Menu

NCO EVALUATION REPORT (SGT)

For use of this form, see AR 623-3 and DA PAM 623-3; the proponent agency is DCS, G-1.

SEE PRIVACY ACT STATEMENT IN AR 623-3

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial) | b. SSN (or DOD ID No.) | c. RANK | d. DATE OF RANK | e. PMOSC

f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND | g. STATUS CODE | h. UIC | i. REASON FOR SUBMISSION

j. PERIOD COVERED — FROM (YEAR MONTH DAY) THRU (YEAR MONTH DAY) | k. RATED MONTHS | l. NONRATED CODES | m. NO OF ENCLOSURES | n. RATED NCO'S EMAIL ADDRESS (.gov or .mil)

PART II - AUTHENTICATION

a1. NAME OF RATER (Last, First, Middle Initial) | a2. SSN (or DOD ID No.) | a3. RATER'S SIGNATURE | a4. DATE (YYYYMMDD)

a5. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT | a6. RATER'S EMAIL ADDRESS (.gov or .mil)

b1. NAME OF SENIOR RATER (Last, First, Middle Initial) | b2. SSN (or DOD ID No.) | b3. SENIOR RATER'S SIGNATURE | b4. DATE (YYYYMMDD)

b5. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT | b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)

c1. SUPPLEMENTARY REVIEW REQUIRED? ☐ YES ☐ NO | c2. NAME OF SUPPLEMENTARY REVIEWER (Last, First, Middle Initial) | c3. RANK | PMOSC/BRANCH | ORGANIZATION | DUTY ASSIGNMENT

c4. COMMENTS ENCLOSED? ☐ YES ☐ NO | c5. SUPPLEMENTARY REVIEWER'S SIGNATURE | c6. DATE(YYYYMMDD) | c7. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS (.gov or .mil)

RATED NCO: I understand my signature does not constitute agreement or disagreement with the assessments of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and height/weight entries in Part IVa and IVb are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.

d1. COUNSELING DATES | INITIAL | LATER | LATER | LATER | d2. RATED NCO'S SIGNATURE | d3. DATE (YYYYMMDD)

PART III - DUTY DESCRIPTION *(Rater)*

a. PRINCIPAL DUTY TITLE | b. DUTY MOSC

c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities, and dollars)*

d. AREAS OF SPECIAL EMPHASIS

e. APPOINTED DUTIES

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

a. APFT Pass/Fail/Profile: Date: | b. Height: Weight: Within Standard?

(Comments required for "Failed" APFT, "No" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards.) Reset Item a. APFT/Pass/Fail/Profile

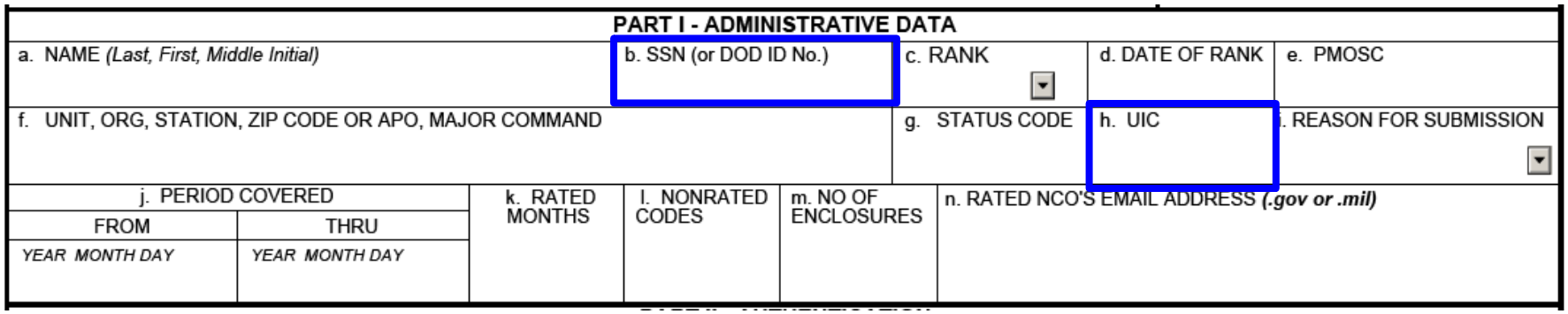
c. CHARACTER: (Include bullet comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)

MET STANDARD ☐ DID NOT MEET STANDARD ☐

COMMENTS:

Unclassified

Part I – Administrative Data



PART I - ADMINISTRATIVE DATA					
a. NAME *(Last, First, Middle Initial)*		b. SSN (or DOD ID No.)	c. RANK	d. DATE OF RANK	e. PMOSC
f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND			g. STATUS CODE	h. UIC	i. REASON FOR SUBMISSION
j. PERIOD COVERED		k. RATED MONTHS	l. NONRATED CODES	m. NO OF ENCLOSURES	n. RATED NCO'S EMAIL ADDRESS ***(.gov or .mil)***
FROM	THRU				
YEAR MONTH DAY	*YEAR MONTH DAY*				

- DOD ID Number will be the primary number utilized; SSN should only be used if DOD ID Number is not available
- Must ensure the Unit Identification Code (UIC) is entered correctly to retrieve data in the Evaluation Reporting System (ERS)

Unclassified

Part II – Authentication

PART II - AUTHENTICATION

a1. NAME OF RATER *(Last, First, Middle Initial)*	a2. SSN (or DOD ID No.)	a3. RATER'S SIGNATURE	a4. DATE *(YYYYMMDD)*
a5. RANK PMOSC/BRANCH ORGANIZATION DUTY ASSIGNMENT			a6. RATER'S EMAIL ADDRESS (.gov or .mil)
b1. NAME OF SENIOR RATER *(Last, First, Middle Initial)*	b2. SSN (or DOD ID No.)	b3. SENIOR RATER'S SIGNATURE	b4. DATE *(YYYYMMDD)*
b5. RANK PMOSC/BRANCH ORGANIZATION DUTY ASSIGNMENT			b6. SENIOR RATER'S EMAIL ADDRESS (.gov or .mil)

c1. SUPPLEMENTARY REVIEW REQUIRED? ☐ YES ☒ NO	c2. NAME OF SUPPLEMENTARY REVIEWER *(Last, First, Middle Initial)*	c3. RANK	PMOSC/ BRANCH	ORGANIZATION DUTY ASSIGNMENT
c4. COMMENTS ENCLOSED? ☐ YES ☐ NO	c5. SUPPLEMENTARY REVIEWER'S SIGNATURE	c6. DATE *(YYYYMMDD)*	c7. SUPPLEMENTARY REVIEWER'S EMAIL ADDRESS *(.gov or .mil)*	

RATED NCO: I understand my signature does not constitute agreement or disagreement with the assessments of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and height/weight entries in Part IVa and IVb are correct. I have seen the completed report. I am aware of the appeals process of AR 623-3.

d1. COUNSELING DATES	INITIAL	LATER	LATER	LATER	d2. RATED NCO'S SIGNATURE	d3. DATE *(YYYYMMDD)*

- DOD ID Number will be the primary number utilized; SSN should only be used if DOD ID Number is not available
- Use Enterprise email address
- If a supplementary review is not required, then the user will select “NO” in Part II, block c1 and leave the remaining section blank
- Rated NCO’s signature will verify the accuracy of administrative data in Part I, the rating officials and counseling dates in Part II, the duty description in Part III, and the APFT and HT/WT entries in Part IV

Unclassified

Part III – Duty Description

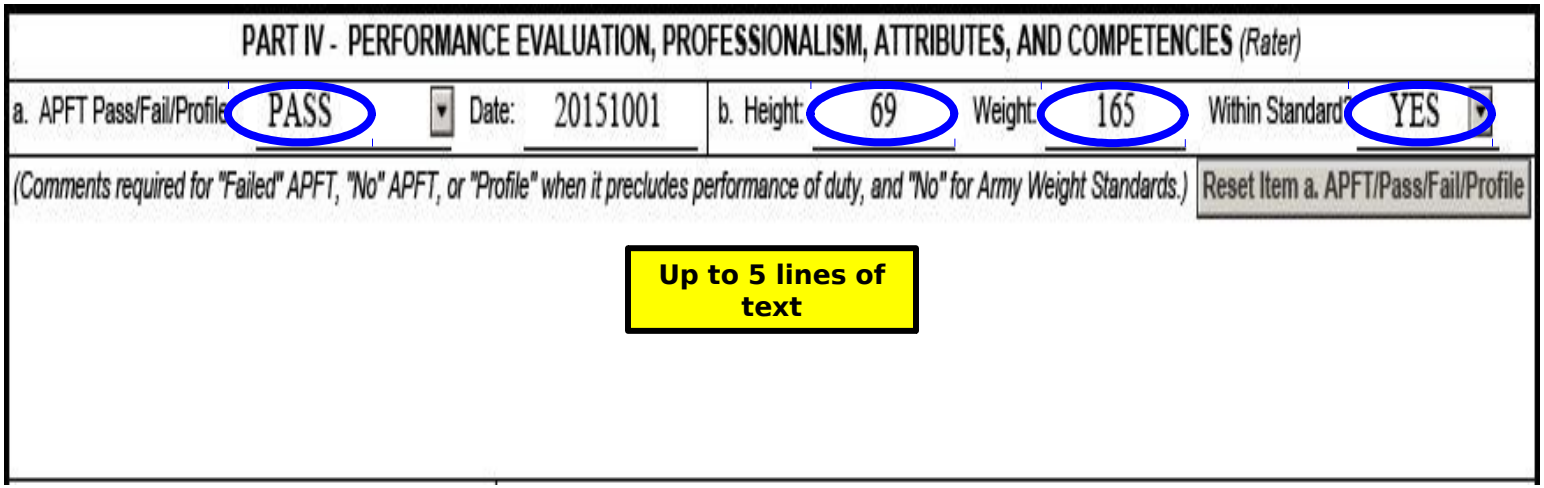
PART III - DUTY DESCRIPTION *(Rater)*	
a. PRINCIPAL DUTY TITLE	b. DUTY MOSC
c. DAILY DUTIES AND SCOPE *(To include, as appropriate, people, equipment, facilities, and dollars)* **Up to 7 lines of text**	
d. AREAS OF SPECIAL EMPHASIS **Up to 2 lines of text**	
e. APPOINTED DUTIES **Up to 2 lines of text**	

Rater will annotate the following:

- Principal duty title
- Duty MOSC
- Daily duties and scope
- Areas of special emphasis
- Appointed duties

Unclassified

Part IVa and IVb – APFT and HT / WT


PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

a. APFT Pass/Fail/Profile: PASS Date: 20151001 b. Height: 69 Weight: 165 Within Standard? YES

(Comments required for "Failed" APFT, "No" APFT, or "Profile" when it precludes performance of duty, and "No" for Army Weight Standards.) Reset Item a. APFT/Pass/Fail/Profile

Up to 5 lines of text

Rater will enter the following:

- APFT
  - PASS
  - FAIL
  - PROFILE
  - PREGNANT POST PARTUM
  - NO APFT
- HT / WT (including compliance with AR 600-9)

Unclassified

Check on Learning

1. The DA Form 2166-9 Series is comprised of one support form and three grade plate NCOERs. True or False?

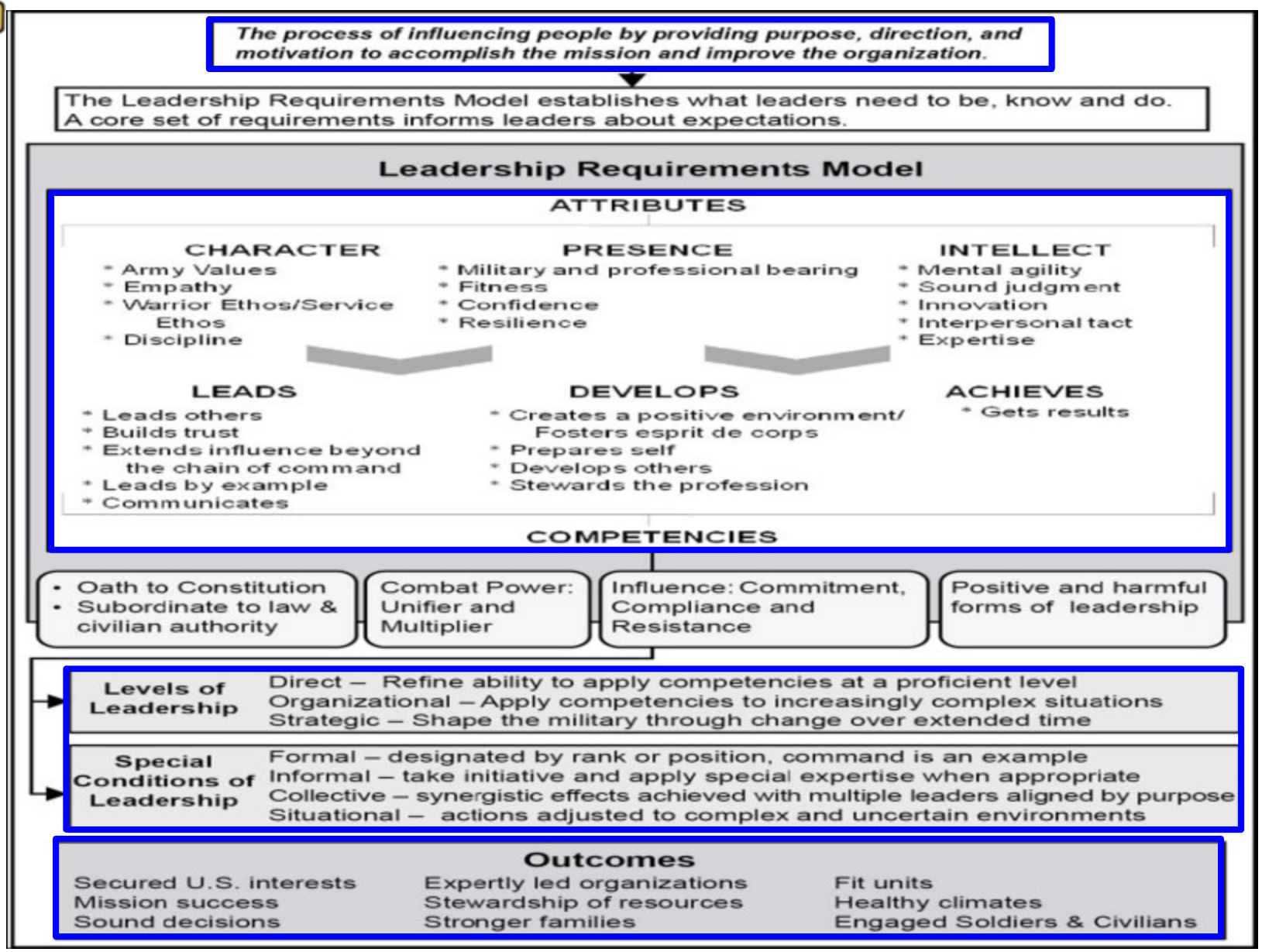
2. The DA Form 2166-9-2 (SSG-1SG/MSG) is considered the Direct-level report. True or False?

3. The Rated NCO's or rating official's _____ should only be used if _____ is not available.

4. The Rated NCO's signature will verify the accuracy of administrative data in Part I, the _____ and _____ in Part II, the duty description in Part III, and the APFT and HT/WT entries in Part IV.

Unclassified

Army Leadership


The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.
The Leadership Requirements Model establishes what leaders need to be, know and do. A core set of requirements informs leaders about expectations.
Leadership Requirements Model
ATTRIBUTES
CHARACTER
* Army Values
* Empathy
* Warrior Ethos/Service Ethos
* Discipline
PRESENCE
* Military and professional bearing
* Fitness
* Confidence
* Resilience
INTELLECT
* Mental agility
* Sound judgment
* Innovation
* Interpersonal tact
* Expertise
LEADS
* Leads others
* Builds trust
* Extends influence beyond the chain of command
* Leads by example
* Communicates
DEVELOPS
* Creates a positive environment/ Fosters esprit de corps
* Prepares self
* Develops others
* Stewards the profession
ACHIEVES
* Gets results
COMPETENCIES
• Oath to Constitution
• Subordinate to law & civilian authority
Combat Power: Unifier and Multiplier
Influence: Commitment, Compliance and Resistance
Positive and harmful forms of leadership
Levels of Leadership
Direct – Refine ability to apply competencies at a proficient level
Organizational – Apply competencies to increasingly complex situations
Strategic – Shape the military through change over extended time
Special Conditions of Leadership
Formal – designated by rank or position, command is an example
Informal – take initiative and apply special expertise when appropriate
Collective – synergistic effects achieved with multiple leaders aligned by purpose
Situational – actions adjusted to complex and uncertain environments
Outcomes
Secured U.S. interests
Mission success
Sound decisions
Expertly led organizations
Stewardship of resources
Stronger families
Fit units
Healthy climates
Engaged Soldiers & Civilians

Unclassified

Attributes – What a Leader Is

Level	CHARACTER (Army Values, Empathy, Warrior Ethos / Service Ethos, Discipline, SHARP/EO/EEO)	PRESENCE (Military and professional bearing, Fitness, Confidence, Resilience)	INTELLECT (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise)
Direct (SGT)	Creates a climate that embraces Army Values; character is aligned with the Army's expectations	Demonstrates good presence and confidence across expected duties of the position.	Conceptual capabilities, interpersonal tact, and domain knowledge are effective for direct level
Organizational (SSG – 1SG / MSG)	Exhibits behaviors that are clear outward expression that aligns personal character with Army expectations	Demonstrates excellent presence, confidence and resilience in expected duties and unexpected situations.	Conceptual capabilities, interpersonal tact, and domain knowledge are effective for operations at battalion and below
Strategic (CSM / SGM)	Demonstrates a sense of responsibility for the Army profession; character is of absolute integrity	Astutely manages complexity and anticipates transitions at strategic level; viewed as champions of causes, diplomats and ambassadors of high level interests.	Excels at complex thinking and multiple perspectives; adept with the Army design method; broad and deep understanding of history, world situations, technological possibilities, and dynamics of organizations.

*Based on Leader Development Strategy for a 21st Century Army, 25 Nov 00

Unclassified

Competencies – What a Leader Does

Level	LEADS (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)	DEVELOPS (Creates a positive command / workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)	ACHIEVES (Gets results)
Direct (SGT)	Demonstrated troop leading procedures and employment of TTPs relevant to their unit.	Builds environment of teams and teamwork.	Directs and prioritizes tasks for Squad level and below.
Organizational (SSG – 1SG / MSG)	Demonstrated competence in resolving complex situations.	Proactive in developing others through individual coach, teach and mentor subordinates; accurately and fairly assess, identifies future leaders.	Demonstrates ability to lead through complexity and time, decentralized operations and ill-structured problems. Prioritizes limited resources to accomplish mission.
Strategic (CSM / SGM)	Sets vision for operational and strategic level operations.	Creates systems and adopts policies supporting professional and personal growth across the organization. Stewards the Army's interest in caring for and managing people and other resources.	Demonstrates ability to develop and describe broad vision and framework. Organizes, resources, integrates and aligns efforts among organizations to achieve mission goals.

Performance Measures

Organizational- and Strategic-level (SSG through CSM/SGM)

Direct-level (SGT)

FAR EXCEEDED STANDARD

Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes; leadership enables Soldiers and unit to far surpass required organizational and Army standards; demonstrated performance epitomizes excellence in all aspects; this NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes; results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; **demonstrated by the best of the upper third of NCOs of the same grade.**

EXCEEDED STANDARD

Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes; this NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes; results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, **typically demonstrated by the upper third of NCOs of the same grade.**

MET STANDARD

Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes; effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes; results have a positive impact on the mission, their Soldiers, the unit, and the Army; this level of performance is considered normal and **typically demonstrated by a majority of NCOs of the same grade.**

DID NOT MEET STANDARD

Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes; does not enforce or meet the standard for the unit or those in his/her charge; exhibits/displays minimal or no effort; actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

FAR EXCEEDED STANDARD

(applies to Organizational- and Strategic-level NCOERs)

FAR EXCEEDED STANDARD

Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes; leadership enables Soldiers and unit to far surpass required organizational and Army standards; demonstrated performance epitomizes excellence in all aspects; this NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes; results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; **demonstrated by the best of the upper third of NCOs of the same grade.**

o placed 1st of 23 teams in the recent LTG David E. Grange Jr. Best Ranger Competition

o nominated and selected over 11 senior NCOs to serve as the Army Corrections Command Operations Sergeant
o selected as the Secretary of the Army Career Counselor of the Year; incomparable retention knowledge
o expertly led his/her SGLs to earn an Institute of Excellence rating within eight months of arrival
o selected by Corps/Division G-1 as the best Brigade S-1 within area of responsibility

Unclassified

EXCEEDED STANDARD

(applies to Organizational- and Strategic-level NCOERs)

EXCEEDED STANDARD

Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes; this NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes; results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, **typically demonstrated by the upper third of NCOs of the same grade.**

o mentored two squad members to be inducted into the Sergeant Audie Murphy Club

o graduated from M1A2/MGS/Bradley Master Gunner's Course

o scored 2+/2+ on the Defense Language Proficiency Test (DLPT); surpassed Army standard in a Category IV language

o recognized with the Military Outstanding Volunteer Service Medal for volunteering over 100 hours with local community

o selected over eight seniors and 15 peers by the Deputy Commanding General to serve as Master Driver

Unclassified

MET STANDARD

(applies to all Grade Plate NCOERs)

MET STANDARD

Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes; effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes; results have a positive impact on the mission, their Soldiers, the unit, and the Army; this level of performance is considered normal and **typically demonstrated by a majority of NCOs of the same grade.**

o established a workplace environment and overall command climate that fostered dignity and respect for all team members

o scored 263 on last APFT helping company to achieve a 250 average

o assisted in the weapons qualification of 200 Soldiers throughout the battalion

o developed a strong priority work plan and anticipated constant change; successfully completed all missions

o developed several SOPs that were effectively used by Soldiers for accomplishment of daily missions

Unclassified

DID NOT MEET STANDARD

(applies to all Grade Plate NCOERs)

DID NOT MEET STANDARD

Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes; does not enforce or meet the standard for the unit or those in his/her charge; exhibits/displays minimal or no effort; actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

o failed to consistently adhere to rules, regulations, or standard operating procedures

o demonstrated no concern for security and accountability of sensitive items

o displayed meager enthusiasm and optimism; his/her actions discouraged others to develop and reach their full potential

o failed to maintain accountability of Soldiers under his supervision; fabricated status reports

o declined to address subordinate's request for assistance with personal issues

Unclassified

Part IV – CHARACTER

c. CHARACTER: (Include bullet comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)	COMMENTS:
MET STANDARD ☐ DID NOT MEET STANDARD ☐	**Up to 8 lines of text for each field in Part IV, blocks c through h (ex. Three two-line bullets with a one-line space between them.**

- Raters must assess the Rated NCO's performance in fostering a climate of dignity and respect and adhering to the requirements of the SHARP Program

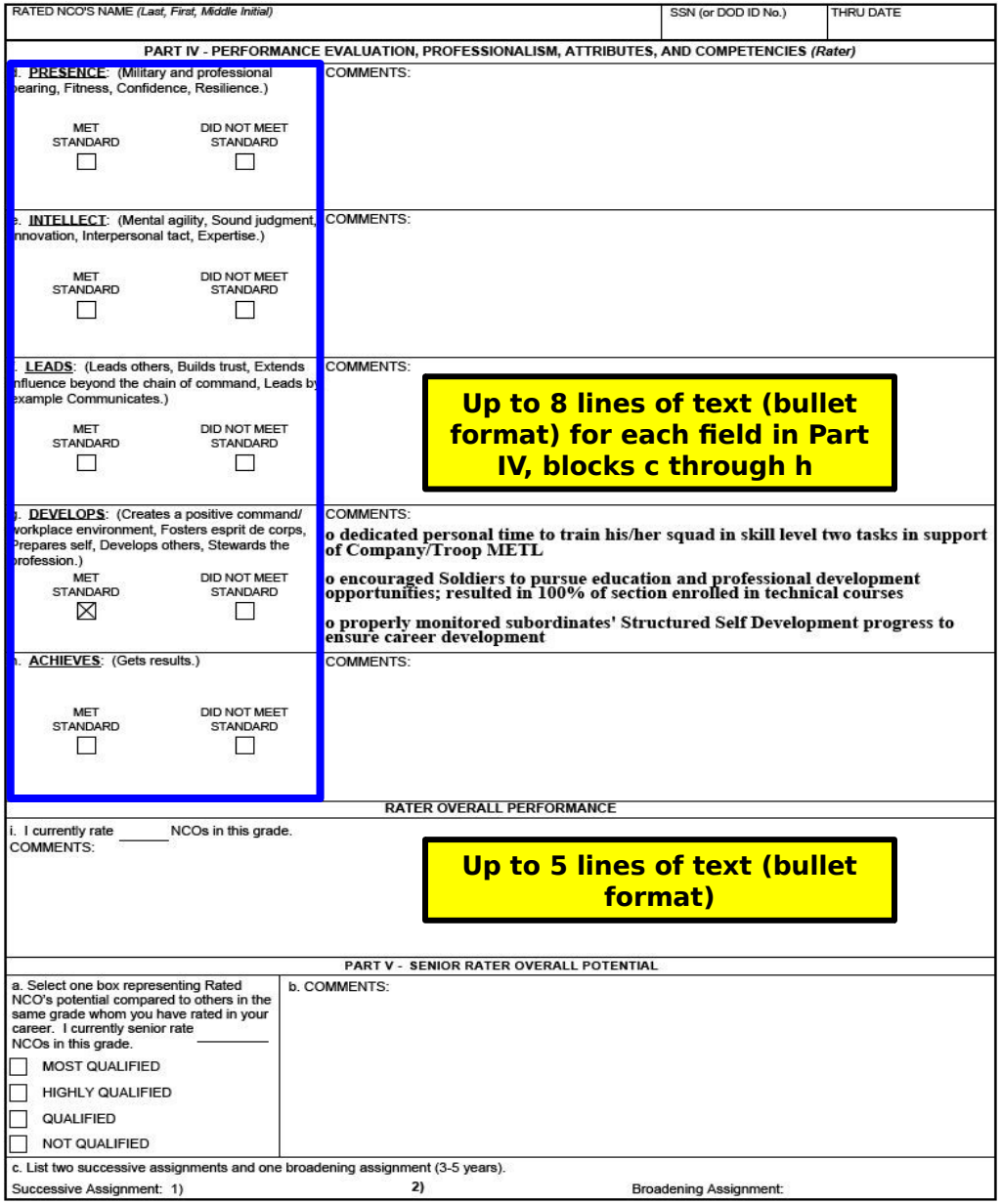
- Narrative comments will be entered for Part IV, block c on DA Form 2166-9-3 (CSM/SGM)

c. CHARACTER: (Include narrative comments addressing Rated NCO's performance as it relates to adherence to Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO.)
MET STANDARD ☐ DID NOT MEET STANDARD ☐

Unclassified

Part IV – Rater Assessment (SGT)

- Rater assesses performance using a 2-box scale; focused on technical proficiency and is developmental in nature
  - MET STANDARD
  - DID NOT MEET STANDARD
- Rater – Bullet comment format



RATED NCO'S NAME *(Last, First, Middle Initial)* | SSN (or DOD ID No.) | THRU DATE

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

d. **PRESENCE**: (Military and professional bearing, Fitness, Confidence, Resilience.) MET STANDARD ☐ DID NOT MEET STANDARD ☐	COMMENTS:
e. **INTELLECT**: (Mental agility, Sound judgment, Innovation, Interpersonal tact, Expertise.) MET STANDARD ☐ DID NOT MEET STANDARD ☐	COMMENTS:
f. **LEADS**: (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example Communicates.) MET STANDARD ☐ DID NOT MEET STANDARD ☐	COMMENTS: **Up to 8 lines of text (bullet format) for each field in Part IV, blocks c through h**
g. **DEVELOPS**: (Creates a positive command/ workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession.) MET STANDARD ☒ DID NOT MEET STANDARD ☐	COMMENTS: **o dedicated personal time to train his/her squad in skill level two tasks in support of Company/Troop METL** **o encouraged Soldiers to pursue education and professional development opportunities; resulted in 100% of section enrolled in technical courses** **o properly monitored subordinates' Structured Self Development progress to ensure career development**
h. **ACHIEVES**: (Gets results.) MET STANDARD ☐ DID NOT MEET STANDARD ☐	COMMENTS:

RATER OVERALL PERFORMANCE

i. I currently rate _____ NCOs in this grade.
COMMENTS:

Up to 5 lines of text (bullet format)

PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.
- ☐ MOST QUALIFIED
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

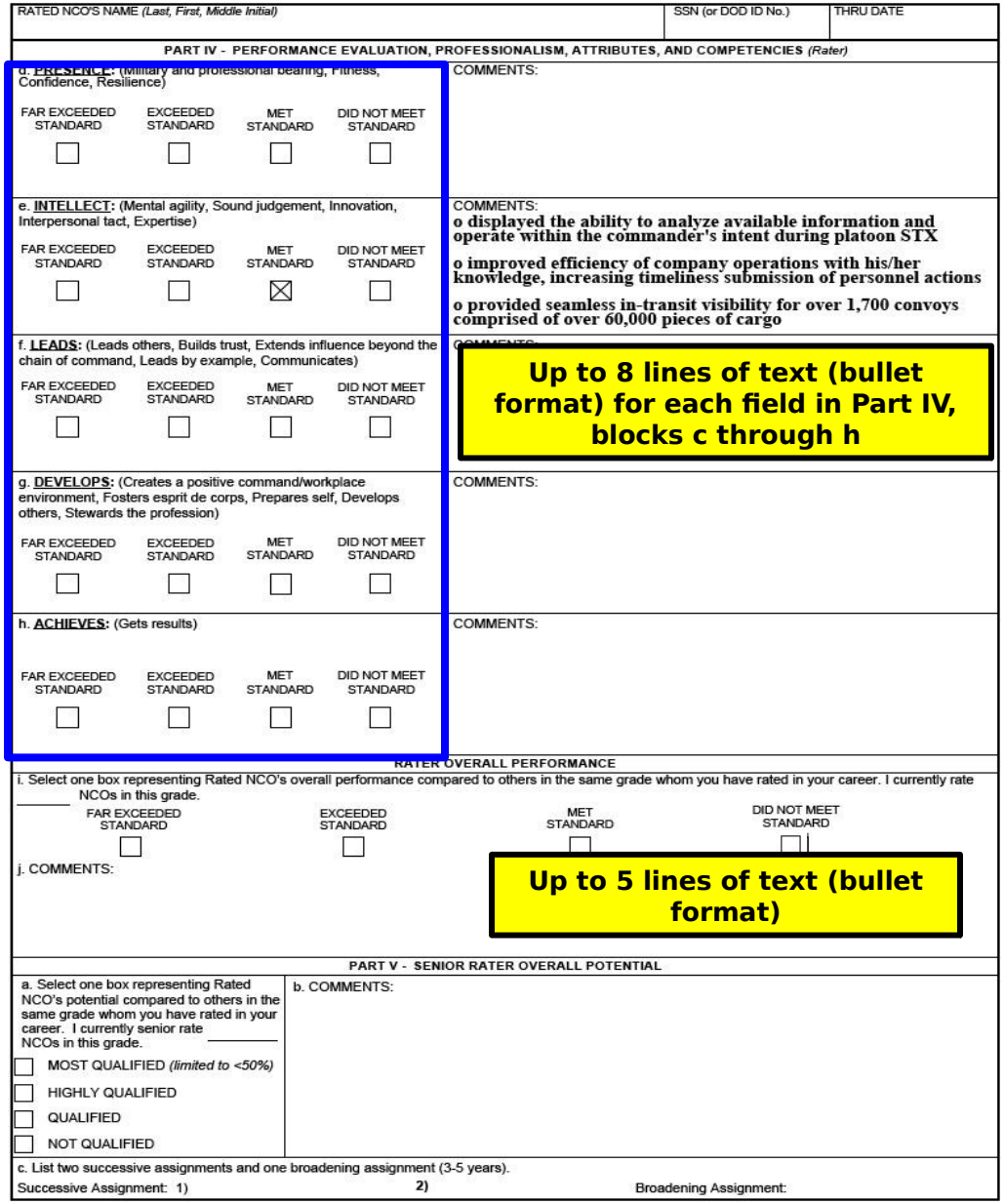
b. COMMENTS:

c. List two successive assignments and one broadening assignment (3-5 years).
Successive Assignment: 1) 2) Broadening Assignment:

Unclassified

Part IV – Rater Assessment (SSG-1SG/MSG)

- Rater assesses performance using a 4-box scale; focused on organizational systems and processes
  - FAR EXCEEDED STANDARD
  - EXCEEDED STANDARD
  - MET STANDARD
  - DID NOT MEET STANDARD
- Rater – Bullet comment format
- Unconstrained Rater Overall Performance assessment



RATED NCO'S NAME *(Last, First, Middle Initial)* | SSN (or DOD ID No.) | THRU DATE

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

d. **PRESENCE:** (Military and professional bearing, Fitness, Confidence, Resilience)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

e. **INTELLECT:** (Mental agility, Sound judgement, Innovation, Interpersonal tact, Expertise)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☒ | DID NOT MEET STANDARD ☐
COMMENTS:
o displayed the ability to analyze available information and operate within the commander's intent during platoon STX
o improved efficiency of company operations with his/her knowledge, increasing timeliness submission of personnel actions
o provided seamless in-transit visibility for over 1,700 convoys comprised of over 60,000 pieces of cargo

f. **LEADS:** (Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

g. **DEVELOPS:** (Creates a positive command/workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

h. **ACHIEVES:** (Gets results)
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐
COMMENTS:

Up to 8 lines of text (bullet format) for each field in Part IV, blocks c through h

RATER OVERALL PERFORMANCE

i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____ NCOs in this grade.
FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐

j. COMMENTS:

Up to 5 lines of text (bullet format)

PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.
- ☐ MOST QUALIFIED *(limited to <50%)*
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

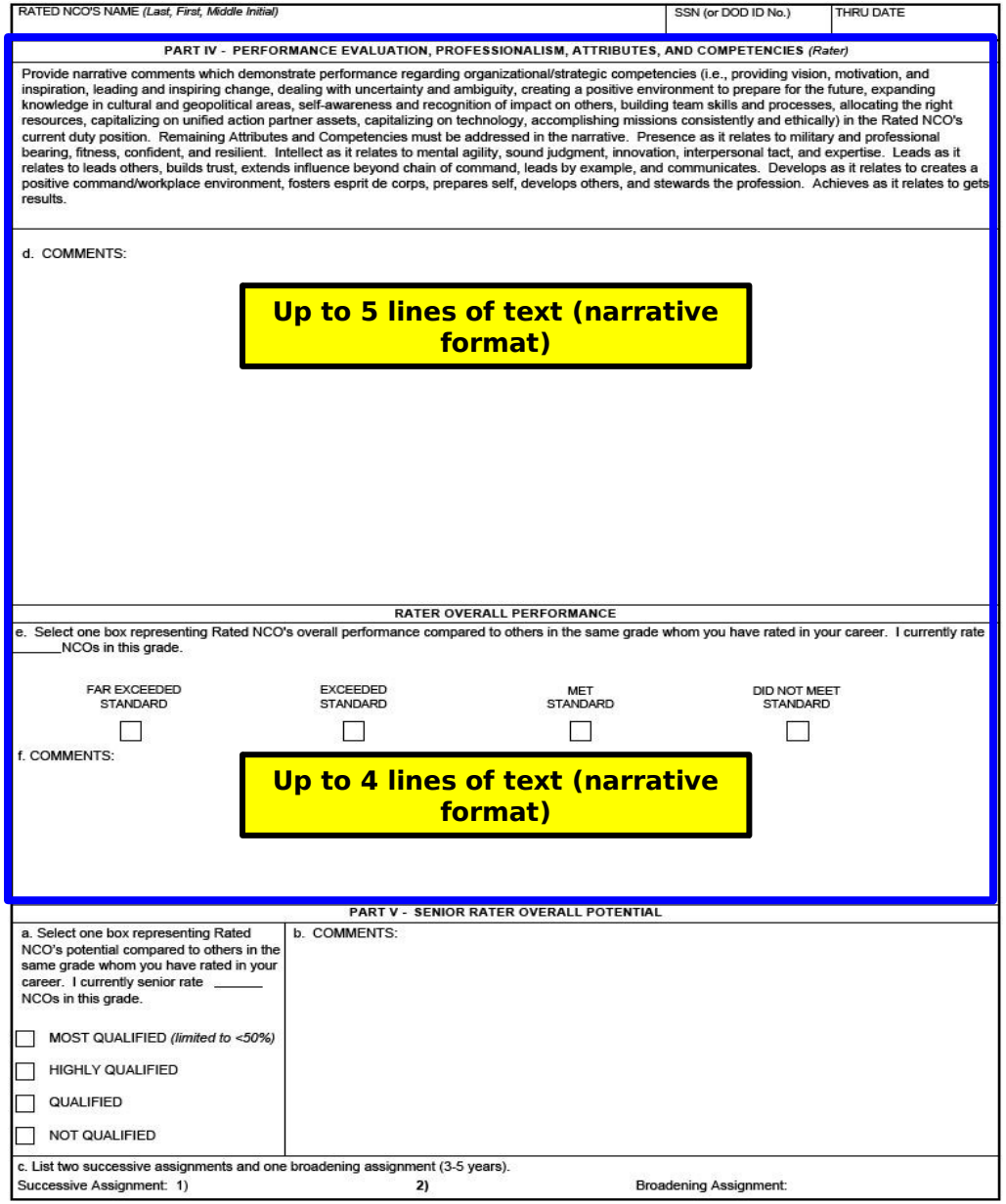
b. COMMENTS:

c. List two successive assignments and one broadening assignment (3-5 years).
Successive Assignment: 1) 2) Broadening Assignment:

Unclassified

Part IV – Rater Assessment (CSM/SGM)

- Performance assessment focused on large organizations and strategic initiatives
- Narrative must address each attribute and competency
- Unconstrained Rater Overall Performance assessment



RATED NCO'S NAME *(Last, First, Middle Initial)* | SSN (or DOD ID No.) | THRU DATE

PART IV - PERFORMANCE EVALUATION, PROFESSIONALISM, ATTRIBUTES, AND COMPETENCIES *(Rater)*

Provide narrative comments which demonstrate performance regarding organizational/strategic competencies (i.e., providing vision, motivation, and inspiration, leading and inspiring change, dealing with uncertainty and ambiguity, creating a positive environment to prepare for the future, expanding knowledge in cultural and geopolitical areas, self-awareness and recognition of impact on others, building team skills and processes, allocating the right resources, capitalizing on unified action partner assets, capitalizing on technology, accomplishing missions consistently and ethically) in the Rated NCO's current duty position. Remaining Attributes and Competencies must be addressed in the narrative. Presence as it relates to military and professional bearing, fitness, confident, and resilient. Intellect as it relates to mental agility, sound judgment, innovation, interpersonal tact, and expertise. Leads as it relates to leads others, builds trust, extends influence beyond chain of command, leads by example, and communicates. Develops as it relates to creates a positive command/workplace environment, fosters esprit de corps, prepares self, develops others, and stewards the profession. Achieves as it relates to gets results.

d. COMMENTS:

Up to 5 lines of text (narrative format)

RATER OVERALL PERFORMANCE

e. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____NCOs in this grade.

FAR EXCEEDED STANDARD ☐ | EXCEEDED STANDARD ☐ | MET STANDARD ☐ | DID NOT MEET STANDARD ☐

f. COMMENTS:

Up to 4 lines of text (narrative format)

PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.

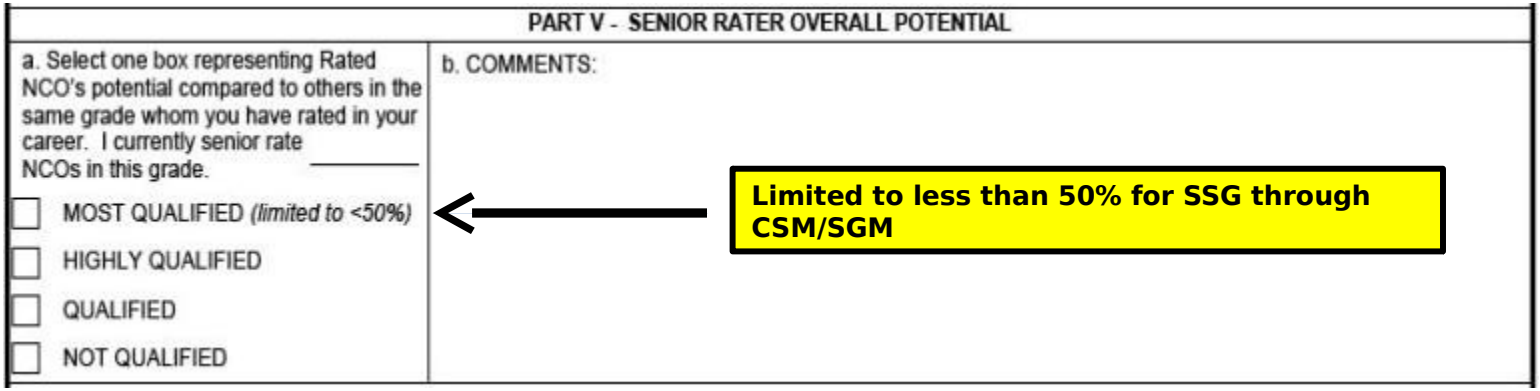
- ☐ MOST QUALIFIED *(limited to <50%)*
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

b. COMMENTS:

c. List two successive assignments and one broadening assignment (3-5 years).
Successive Assignment: 1) 2) Broadening Assignment:

Unclassified

Potential Measures



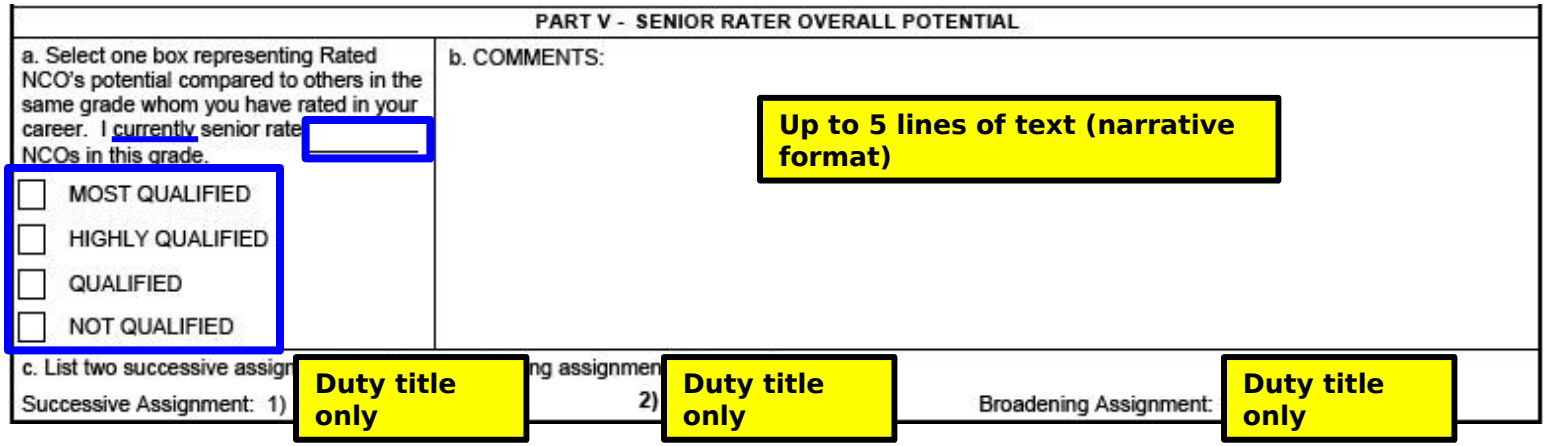
PART V - SENIOR RATER OVERALL POTENTIAL	
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade. ☐ MOST QUALIFIED *(limited to <50%)* ☐ HIGHLY QUALIFIED ☐ QUALIFIED ☐ NOT QUALIFIED	b. COMMENTS:

Limited to less than 50% for SSG through CSM/SGM

- **MOST QUALIFIED** – identify NCOs with strong potential for promotion in the secondary zone; ahead of peers (Note: Senior Rater must have less than 50% of the ratings in a grade to retain the MOST QUALIFIED label.)
- **HIGHLY QUALIFIED** – identify NCOs with strong potential for promotion with peers
- **QUALIFIED** – identify NCOs who demonstrate potential to be successful at the next level; promote if able
- **NOT QUALIFIED** – identify NCOs who do not demonstrate potential for promotion; recommend separation

Unclassified

Part V – Senior Rater Assessment (SGT)


PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.

- ☐ MOST QUALIFIED
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

b. COMMENTS:

Up to 5 lines of text (narrative format)

c. List two successive assign ng assignmen

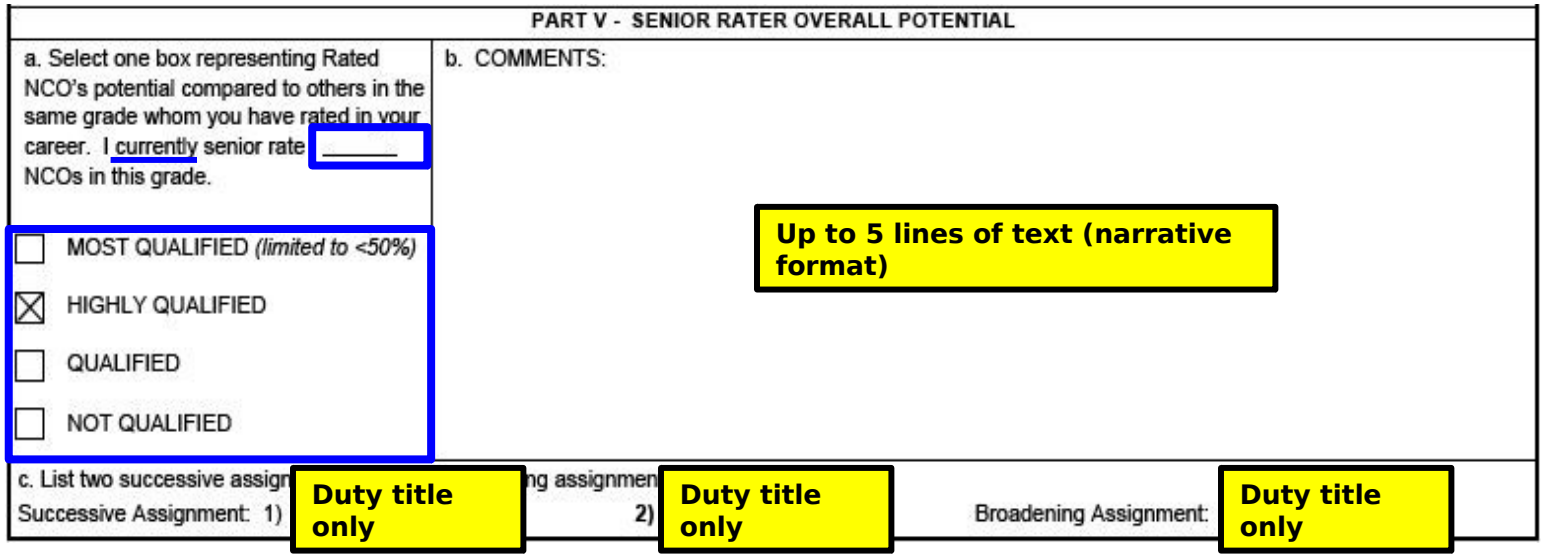
Successive Assignment: 1) Duty title only 2) Duty title only

Broadening Assignment: Duty title only

- Senior Rater assessment of Rated NCO's overall potential compared to NCOs in same grade
- Unconstrained box check
- Narrative comment format

Unclassified

Part V – Senior Rater Assessment (SSG-CSM/SGM)


PART V - SENIOR RATER OVERALL POTENTIAL
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.
b. COMMENTS:
MOST QUALIFIED (limited to <50%)
HIGHLY QUALIFIED
QUALIFIED
NOT QUALIFIED
Up to 5 lines of text (narrative format)
c. List two successive assign
ng assignmen
Successive Assignment: 1)
Duty title only
2)
Duty title only
Broadening Assignment:
Duty title only

- Senior Rater assessment of Rated NCO's overall potential compared to NCOs in same grade
- Constrained Senior Rater Profile; limited to less than 50% of total reports
- Only one of the first four NCOERs may be rated as MOST QUALIFIED ("Silver bullet")
- Narrative comment format

Unclassified

Check on Learning

1. The Rater Tendency is constrained for which ranks?

2. Which Army Attribute discusses adherence to Army Values?

3. Performs above the required Army standards and organizational goals of leader competencies and attributes" describes which Rater Overall Performance assessment?

4. "Demonstrates strong potential for promotion with peers" describes which Senior Rater Overall

Unclassified

Summary

- What is Changing on the NCOER
- NCOER Support Form
- Grade Plate NCOER
  - Part I – ADMINISTRATIVE DATA
  - Part II – AUTHENTICATION
  - Part III – DUTY DESCRIPTION
  - Parts IVa and IVb – APFT and HT / WT
- Army Leadership
- Performance Measures
  - FAR EXCEEDED STANDARD
  - EXCEEDED STANDARD
  - MET STANDARD
  - DID NOT MEET STANDARD

Unclassified

Summary (cont.)

- Part IV – Rater Assessment
  - CHARACTER
  - Direct-level Report (SGT)
  - Organizational-level Report (SSG-1SG/MSG)
  - Strategic-level Report (CSM/SGM)
- Potential Measures
  - MOST QUALIFIED
  - HIGHLY QUALIFIED
  - QUALIFIED
  - NOT QUALIFIED
- Part V – Senior Rater Assessment
  - Direct-level Report (SGT)
  - Organizational- and Strategic-level Reports (SSG through CSM/SGM)

Unclassified

Profiling

as of 18 April 2015

Agenda

- Evaluation Reporting System
  - Responsibilities of the Rating Chain
  - Role of the Rating Chain & Keys to Success
  - Developing a Rating Philosophy

- Rater Overall Performance
  - Rater Comments
  - Rater Tendency
  - Rater Tendency Label
  - Rater Tendency Report

- Senior Rater Overall Potential
  - Senior Rater Narrative
  - Senior Rater Consistency
  - Immature Profile / Small Population
  - Senior Rater Profile Calculation
  - Senior Rater Profile Box Check Warning
  - Senior Rater Profile Labeling Rules
  - Managed Profile Technique

Unclassified

Agenda (cont.)

- Evaluation Entry System (EES) Tools
  - Rater Tendency / Senior Rater Profile Link
  - Rater Tendency / Senior Rater Profile
  - ERS Link to Senior Rater Profile (DASH 2)
  - Senior Rater Profile Dashboard
  - Senior Rater (DASH 2)
  - Senior Rater Profile Management Tool
  - How to Assign / Manage Delegates

Unclassified

Evaluation Reporting System

- Primary function of the evaluation report is to provide key information to HQDA for use in making critical personnel management decisions.

- The NCOER is an assessment tool.
  - Stand-alone evaluation for a specific rating period
  - Rater comments focused on specific, quantifiable performance
  - Senior Rater narrative focused on potential
  - Senior Rater Profile for Senior Raters of SSG-CSM/SGM; managed at less than 50% for the MOST QUALIFIED selection

- Promotion selection system is based on current and future force structure requirements.
  - Cannot predict selection board results – DA Centralized Selection Boards use the “Whole File Concept”
  - Use the top box to identify your best NCOs

- Commander is the overall caretaker of all personnel systems.

- Counseling is key.

Unclassified

Responsibilities of the Rating Chain

Rating Chains:

- Are established by commanders and maintained by rating officials
- Tie Rated NCO's performance to a specific senior / subordinate relationship
- Correspond as nearly as practicable to chain of command and supervision
- Are established by name, given effective dates, published, and distributed to all concerned
- List the Rated NCO and all rating officials

Rating Roles:

- RATER
  - Day-to-day performance & counseling
  - Met Standards? Yes / No
  - Narrow, more specific
- SENIOR RATER
  - Potential & mentorship
  - Capstone evaluation, spread of quality
  - Adherence to policy & intent
  - Broader, more general
- SUPPLEMENTARY REVIEWER
  - Required in certain situations
  - Performed by uniformed Army-designated rating official (CPT and above)

Critical Point: *Separating Rater and Senior Rater & keeping supervisors at lowest levels have been keys to success*

Unclassified

Role of the Rating Chain & Keys to Success

- **Senior Rater is the "owner" of the Evaluation and is responsible for timely completion**
- **Mentor/Develop your subordinates**

  Support Form – tool available to aid in defining/guiding goals and objectives throughout rating period, provides feedback to rated individual – not a lot of space but should be catalyst of conversation
- **Understand how our Evaluation System works**

  Fairly and accurately assess subordinates – participate in counseling

  Senior Rater Narrative is key: Exclusive vs. Strong Narrative to describe subordinate

  Quantify potential…identify your best

  Be Careful… What you don't say is just as damaging as what you do say
- **Verify/Certify your subordinates on how to assess – ask them to bring their counselings and assessments with them to their counseling**
- **Understand how to manage your Rater & Senior Rater profile – develop your rating philosophy**
- **Anticipate and project "next" evaluation**
  - Current thru date on file plus 12 months or known changes of rater
  - Complete the record dates for those being considered by a board
- **Monitor when reports are required, that they're submitted on time, and unit rating schemes are current and accurate (Leader responsibility)**

  Use Evaluation Entry System (EES) to prepare and submit, track with reporting tools within

  Be aware of sequencing

Unclassified

Developing a Rating Philosophy

- Mission – know your population and identify your best
- Counseling – ensure counseling is accomplished; those who can, will improve
- Decide how to assess, particularly FAR EXCEEDED STANDARD based on performance and MOST QUALIFIED based upon potential
- Write well – quantify and qualify in narrative; correspond comments with box check as the system allows; use the narrative to paint the picture
- Plan – think series of reports (number of times you will rate an NCO), projected departures, and future boards

Unclassified

Check on Learning

1. What is the primary function of the evaluation report?

2. What are centralized promotions based on?

3. What is the role of a Rater? Senior Rater? Supplementary Reviewer?

4. Who establishes and approves rating chains?

Unclassified

Performance Measures

Organizational- and Strategic-level (SSG through CSM/SGM)

Direct-level (SGT)

FAR EXCEEDED STANDARD

Rated NCO performs extraordinarily above the required Army standards and organizational goals of leader competencies and attributes; leadership enables Soldiers and unit to far surpass required organizational and Army standards; demonstrated performance epitomizes excellence in all aspects; this NCO and his/her Soldiers consistently take disciplined initiative in applying leader competencies and attributes; results have an immediate impact and enduring effect on the mission, their Soldiers, the unit, and the Army; **demonstrated by the best of the upper third of NCOs of the same grade.**

EXCEEDED STANDARD

Rated NCO performs above the required Army standards and organizational goals of leader competencies and attributes; this NCO and his/her Soldiers often take disciplined initiative in applying leader competencies and attributes; results have an immediate impact on the mission, their Soldiers, the unit, and the Army; this level of performance is not common, **typically demonstrated by the upper third of NCOs of the same grade.**

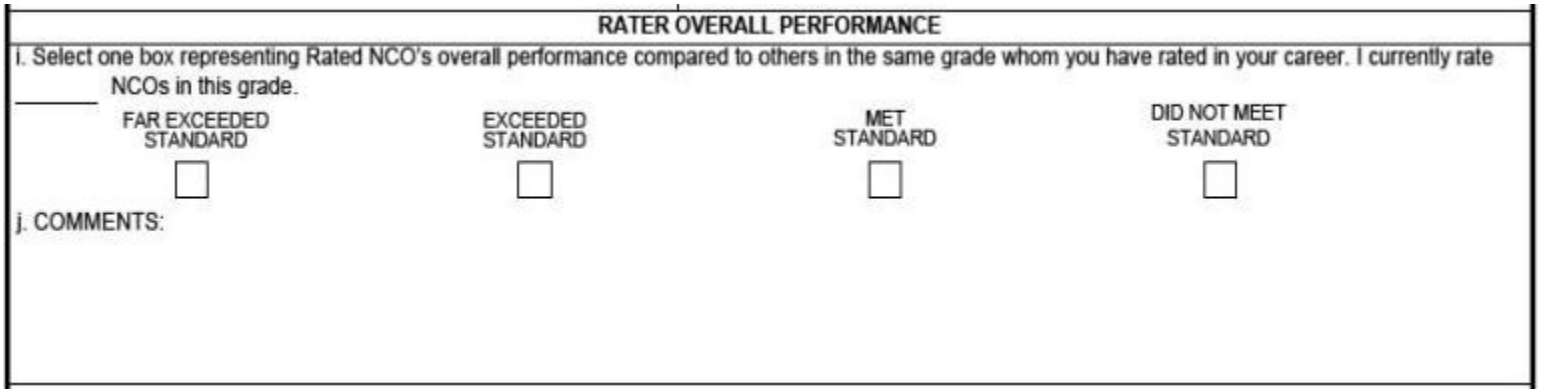
MET STANDARD

Rated NCO successfully achieves and maintains the required Army standards and organizational goals of leader competencies and attributes; effectively meets and enforces the standard for the unit and those in his/her charge; succeeds by taking appropriate initiative in applying the leader competencies and attributes; results have a positive impact on the mission, their Soldiers, the unit, and the Army; this level of performance is considered normal and **typically demonstrated by a majority of NCOs of the same grade.**

DID NOT MEET STANDARD

Rated NCO fails to meet or maintain the required Army standards and organizational goals of leader competencies and attributes; does not enforce or meet the standard for the unit or those in his/her charge; exhibits/displays minimal or no effort; actions often have a negative effect on the mission, their Soldiers, the unit, and the Army.

Rater Overall Performance



RATER OVERALL PERFORMANCE

i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate _____ NCOs in this grade.

FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
☐	☐	☐	☐

j. COMMENTS:

- **FAR EXCEEDED STANDARD / EXCEEDED STANDARD** – identify the upper third of NCOs for each rank with further stratification of the upper third by use of the FAR EXCEEDED STANDARD box check
- **MET STANDARD** – identify NCOs who successfully achieved and maintained required Army and organizational standards
- **DID NOT MEET STANDARD** – identify NCOs who did not meet required Army and organizational standards

Unclassified

Rater Comments

Focus on specific, quantifiable performance –
- Identify what a NCO did and how well they performed
- Quantify and qualify performance

- The Rater is the first individual to assess and write comments.
- Comments should explain what the Rated NCO did and how well he/she performed.
- A laundry list of superlatives is not helpful to selection boards – more is not necessarily better.
- Selection board members use the Rater's comments in their file deliberations when they are looking for in-depth information on the Rated NCO's performance.
- In the event the Senior Rater does not meet the minimum time requirements, then the Rater's comments are the sole basis for assessing the Rated NCO.
- Rater Overall Performance section
  - Must include comment(s) concerning Rated NCO's overall performance

Unclassified

Rater Tendency

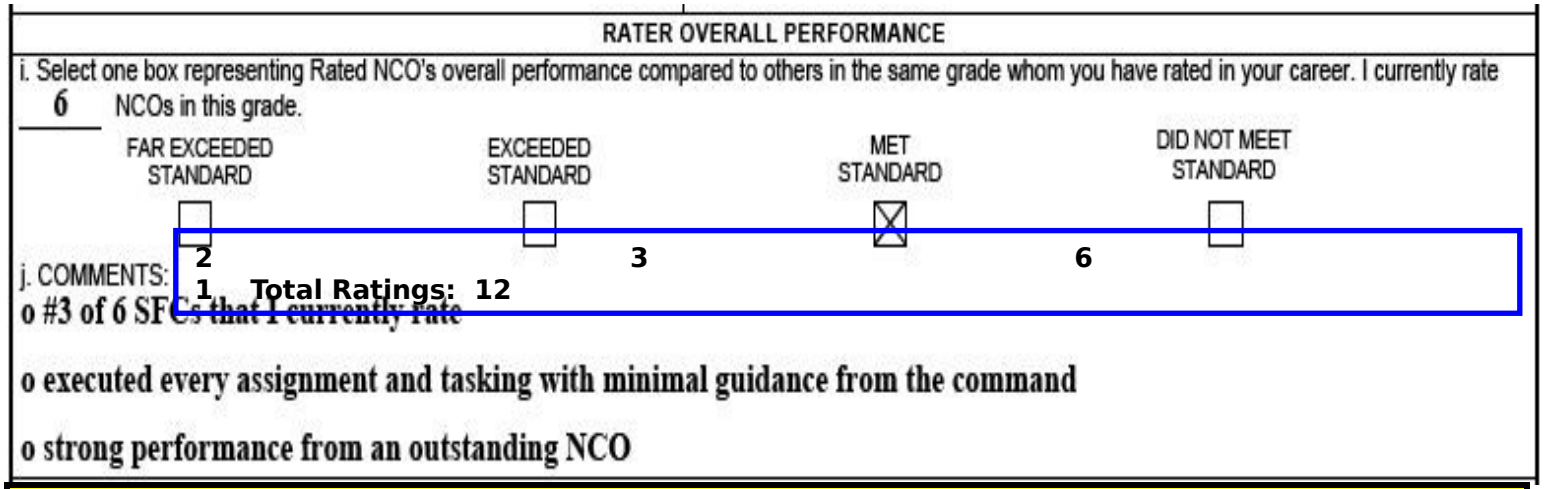
(applies to SSG-CSM/SGM)

- Tracks the rating history for each Rater of NCOs (SSG-CSM/SGM) for all components (Regular Army, Reserve, Guard)
- Emphasizes the following:
  - Importance of the Rater's role and responsibility to provide credible information to HQDA
  - Importance of a Rater's sequencing of NCOER submissions to avoid inflation
- Provides information to HQDA Selection Boards and Army Leadership on the Rater's rating tendency
- Continues without interruption as the Rater moves from unit to unit, position to position, regardless of promotion
- Rater Tendency restart

Unclassified

Rater Tendency Label

(applies to SSG-CSM/SGM)



RATER OVERALL PERFORMANCE

i. Select one box representing Rated NCO's overall performance compared to others in the same grade whom you have rated in your career. I currently rate 6 NCOs in this grade.

FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
☐	☐	☒	☐
2	3	6	1

Total Ratings: 12

j. COMMENTS:

o #3 of 6 SFCs that I currently rate

o executed every assignment and tasking with minimal guidance from the command

o strong performance from an outstanding NCO

Note: This is the Rater's "capstone" assessment of performance and opportunity to "stratify / quantify"

- Key information includes the following:
  - Rater Tendency Label – the value below each box equals the overall history of those ratings in this grade
  - Rater Tendency (i.e., rating history) will be viewable within the Evaluation Entry System (EES) by the Rater's Rater and Senior Rater

Unclassified

Rater Tendency Report

(applies to SSG-CSM/SGM)

Rater Tendency

4 items found, displaying

Role	Rank Rated	FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
RATER	SSG	1	2	4	0
RATER	SFC	2	3	6	1
RATER	MSG	1	1	4	0
RATER	SGM	0	1	0	0

Tracks the rating history of each Rater for NCOs of all components by rank (SSG through CSM / SGM). Raters do not maintain a Rater Tendency on NCOs in the rank of SGT and below.

Unclassified

Check on Learning

1. Name and describe the four performance box checks for Rater Overall Performance?

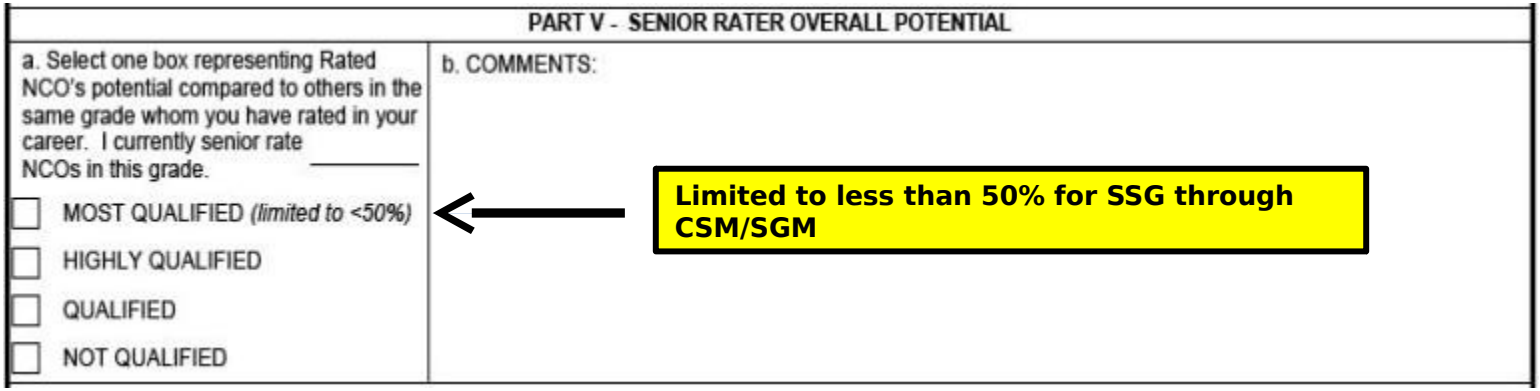
2. The Rater Tendency applies to which component and grade plate NCOERs?

3. Is the Rater Tendency constrained?

4. What is the Rater Tendency Report?

Unclassified

Senior Rater Overall Potential



PART V - SENIOR RATER OVERALL POTENTIAL

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate _____ NCOs in this grade.

- ☐ MOST QUALIFIED *(limited to <50%)*
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

b. COMMENTS:

Limited to less than 50% for SSG through CSM/SGM

- **MOST QUALIFIED** – identify NCOs with strong potential for promotion in the secondary zone; ahead of peers (Note: Senior Rater must have less than 50% of the ratings in a grade to retain the MOST QUALIFIED label.)
- **HIGHLY QUALIFIED** – identify NCOs with strong potential for promotion with peers
- **QUALIFIED** – identify NCOs who demonstrate potential to be successful at the next level; promote if able
- **NOT QUALIFIED** – identify NCOs who do not demonstrate potential for promotion; recommend separation

Unclassified

Senior Rater Narrative

Should quantify and qualify the passion (or lack thereof) that the Senior Rater has for the Rated NCO's potential

- Selection boards should not have to guess – Send a clear message
- What is not said can have the same impact as what is said
- Be careful with your narrative – don't say the same thing for all your NCOs
- Avoid using the same verbiage year-to-year for the same NCO
- Be consistent … words match the box check
- Cannot mention box check or board language in the narrative (i.e., "MOST QUALIFIED NCO", "6+ NCO", "If my profile allowed, I would rate this NCO higher."); these are considered prohibited narrative comments

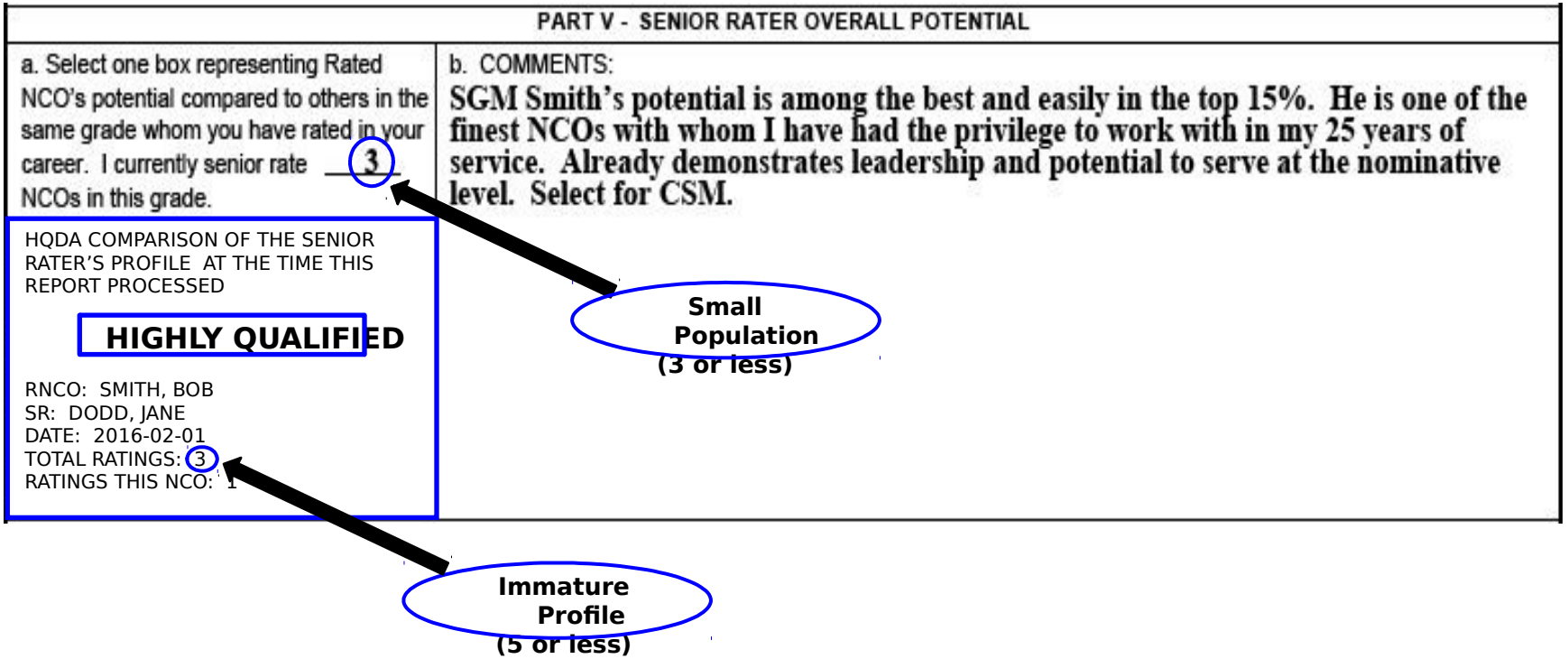
Unclassified

Senior Rater Consistency

- Senior Raters need to amplify their potential box checks by using the narrative to clearly send the appropriate message to selection boards. The following classification of types of narratives may serve as a guide and assist in sending a clear message:
  - **Exclusive narratives** – those which clearly describe superior performance/potential above that of the vast majority; associated with early promotion and are restrictive in nature (e.g., top 1%, 3%, 5%, etc. of all NCOs, the best among a select grade or group, promote in the secondary zone)
  - **Strong narratives** – those which describe significant performance accomplishments and enthusiastically recommend promotion, assignment to key duty positions linked to upward mobility and appropriate military schooling (e.g., among the best, easily in the top third of the NCO Corps, definitely promote this NCO, secondary zone potential, one of my best NCOs)
  - **Enumeration** – a technique used to rank order NCOs in a particular grade based on demonstrated performance and/or potential (e.g., #1 of 6)

Unclassified

Immature Profile / Small Population


PART V - SENIOR RATER OVERALL POTENTIAL
a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.
b. COMMENTS:
SGM Smith's potential is among the best and easily in the top 15%. He is one of the finest NCOs with whom I have had the privilege to work with in my 25 years of service. Already demonstrates leadership and potential to serve at the nominative level. Select for CSM.
HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED
HIGHLY QUALIFIED
RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 3
RATINGS THIS NCO: 1
Small Population (3 or less)
Immature Profile (5 or less)

- Future Guidance to DA Centralized Selection Boards for the New NCOER

  - Check DA Label: "Total Ratings" (5 or less = immature profile)
  - Check Part Va – same grade in population (3 or less = small population)
  - **Expect** HIGHLY QUALIFIED assessment if immature profile and/or small population exists
  - Focus on Senior Rater's narrative

Unclassified

Senior Rater Profile Calculation

Type of Report	THRU Date	Box Check "Most Qualified"	Box Check "Highly Qualified"	Box Check "Qualified"	Box Check "Not Qualified"	Profile MQ	Profile HQ	Profile Q	Profile NQ	Total	Date of Receipt[1]	SR Profile
Annual	20150901	X				1	0	0	0	1	20151015	**100%**
CoR	20151128		X			1	1	0	0	2	20160128	**50%**
CoR	20160131			X		1	1	1	0	3	20160214	33.3%
Annual [2]	20160901		X			1	2	1	0	4	20161022	25%
Annual	20161128	X				2	2	1	0	5	20161229	40%
CoR	20161201		X			2	3	1	0	6	20170117	33.3%

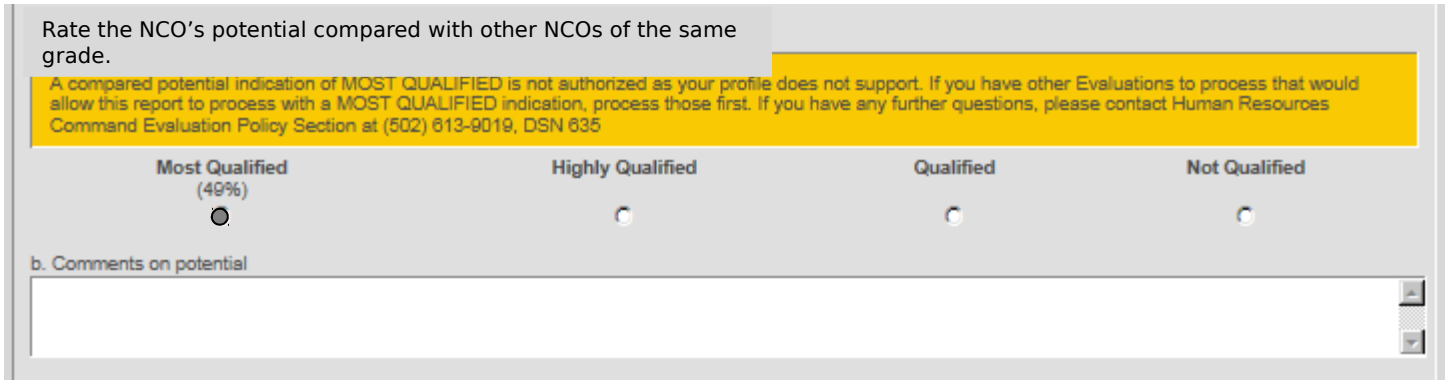
Senior Rater Profile. If the profile does not support a top block or MOST QUALIFIED, then that option will not be available (i.e., grayed out) in EES. If a hardcopy report is mailed to HQDA and the profile does not support a MOST QUALIFIED box check, the assessment will be considered a MISFIRE, automatically downgraded to HIGHLY QUALIFIED, and processed.

Note 2: The Senior Rater cannot render a MOST QUALIFIED for the fourth report because it would "break" the profile. A MOST QUALIFIED assessment would create the following:

MQ	HQ	Q	NQ	Total	SR Profile
2	1	1	0	4	**50% (exceeds profile limitation)**

Unclassified

Senior Rater Profile Box Check Warning


Rate the NCO's potential compared with other NCOs of the same grade.
A compared potential indication of MOST QUALIFIED is not authorized as your profile does not support. If you have other Evaluations to process that would allow this report to process with a MOST QUALIFIED indication, process those first. If you have any further questions, please contact Human Resources Command Evaluation Policy Section at (502) 613-9019, DSN 635
Most Qualified
(49%)
Highly Qualified
Qualified
Not Qualified
b. Comments on potential

As each NCOER is rendered, the Evaluation Entry System (EES) will automatically calculate the Senior Rater Profile. If the profile does not support a MOST QUALIFIED selection, then EES will display the above warning notification and the MOST QUALIFIED option will be grayed out.

Unclassified

Senior Rater Profile Labeling Rules

- **Rule #1**: If the Senior Rater checks the HIGHLY QUALIFIED, QUALIFIED, or NOT QUALIFIED box, then the report is always labeled as indicated on the form.
  - The sum of HIGHLY QUALIFIED, QUALIFIED, and NOT QUALIFIED box checks should always be greater than 50% of total ratings rendered.
- **Rule #2**: If the Senior Rater checks the MOST QUALIFIED box and the Senior Rater's use of MOST QUALIFIED is less than 50% of the total ratings, then the report is labeled MOST QUALIFIED.
  - An entry of MOST QUALIFIED will only be accepted if the mathematical result of the entry is less than 50% of the total number of reports rendered in that grade.
- **Rule #3**: **MISFIRE** – If the Senior Rater completes a pdf-fillable NCOER and checks the MOST QUALIFIED box and the Senior Rater Profile is equal to or greater than 50%, then the report is automatically downgraded and labeled HIGHLY QUALIFIED and the Senior Rater is charged with a MOST QUALIFIED.
  - EES will not allow Senior Rater Misfires.

Unclassified

Managed Profile Technique – Rule 1

(the comparison of box check to SR Profile)

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

- ☐ MOST QUALIFIED *(limited to <50%)*
- ☒ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☐ NOT QUALIFIED

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

HIGHLY QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 20
RATINGS THIS NCO: 2

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

- ☐ MOST QUALIFIED *(limited to <50%)*
- ☐ HIGHLY QUALIFIED
- ☒ QUALIFIED
- ☐ NOT QUALIFIED

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 20
RATINGS THIS NCO: 2

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

- ☐ MOST QUALIFIED *(limited to <50%)*
- ☐ HIGHLY QUALIFIED
- ☐ QUALIFIED
- ☒ NOT QUALIFIED

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

NOT QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 20
RATINGS THIS NCO: 2

Regardless of profile

Unclassified

Managed Profile Technique – Rule 2

(the comparison of box check to SR Profile)

MOST QUALIFIED – 0
HIGHLY QUALIFIED – 1
QUALIFIED – 2
NOT QUALIFIED – 0

TOTAL RATINGS = 3

MOST QUALIFIED – 1
HIGHLY QUALIFIED – 1
QUALIFIED – 2
NOT QUALIFIED – 0

TOTAL RATINGS = 4

Profile is 25% (1 of 4).

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

- [x] MOST QUALIFIED *(limited to <50%)*
- [ ] HIGHLY QUALIFIED
- [ ] QUALIFIED
- [ ] NOT QUALIFIED

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

MOST QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 4
RATINGS THIS NCO: 2

Top block check labeled MOST QUALIFIED *when* profile is less than 50% in top block.

Unclassified

Managed Profile Technique – Rule 3

(the comparison of box check to SR Profile)

MOST QUALIFIED – 2
HIGHLY QUALIFIED – 1
QUALIFIED – 2
NOT QUALIFIED – 0

TOTAL RATINGS = 5

MOST QUALIFIED – 3
HIGHLY QUALIFIED – 1
QUALIFIED – 2
NOT QUALIFIED – 0

TOTAL RATINGS = 6

MISFIRE – Profile is 50% (3 of 6).

a. Select one box representing Rated NCO's potential compared to others in the same grade whom you have rated in your career. I currently senior rate 3 NCOs in this grade.

- [x] MOST QUALIFIED *(limited to <50%)*
- [ ] HIGHLY QUALIFIED
- [ ] QUALIFIED
- [ ] NOT QUALIFIED

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AT THE TIME THIS REPORT PROCESSED

HIGHLY QUALIFIED

RNCO: SMITH, BOB
SR: DODD, JANE
DATE: 2016-02-01
TOTAL RATINGS: 6
RATINGS THIS NCO: 2

MISFIRE – Top block check labeled HIGHLY QUALIFIED when profile is equal to or more than 50% in top block.

Unclassified

Check on Learning

1. Name and describe the four potential box checks for Senior Rater Overall Potential?

2. What is the difference between the MOST QUALIFIED and HIGHLY QUALIFIED box checks?

3. What is an immature profile and small population?

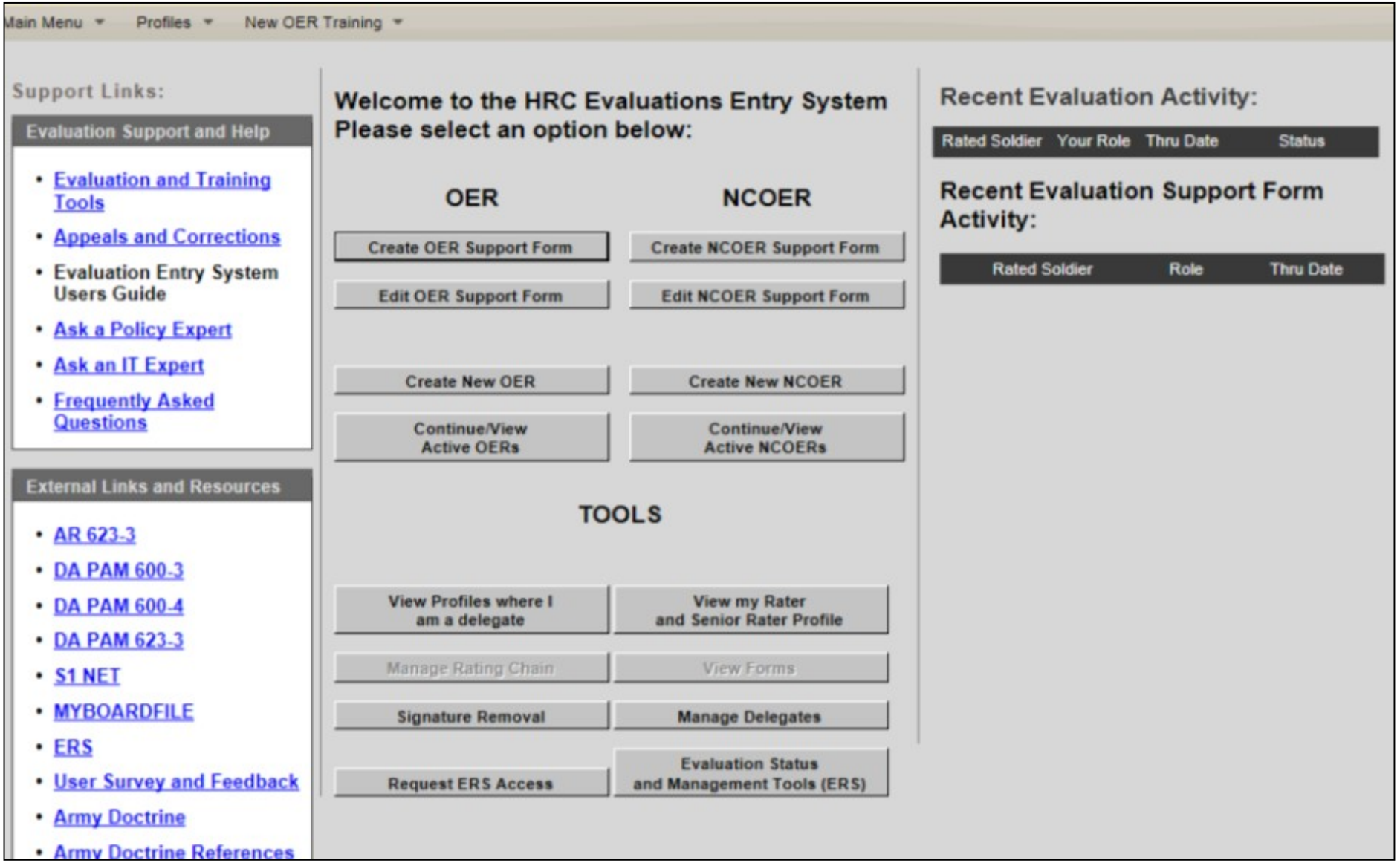
4. Describe the Senior Rater Misfire?

5. What are the Senior Rater Profile Labeling Rules?

Unclassified

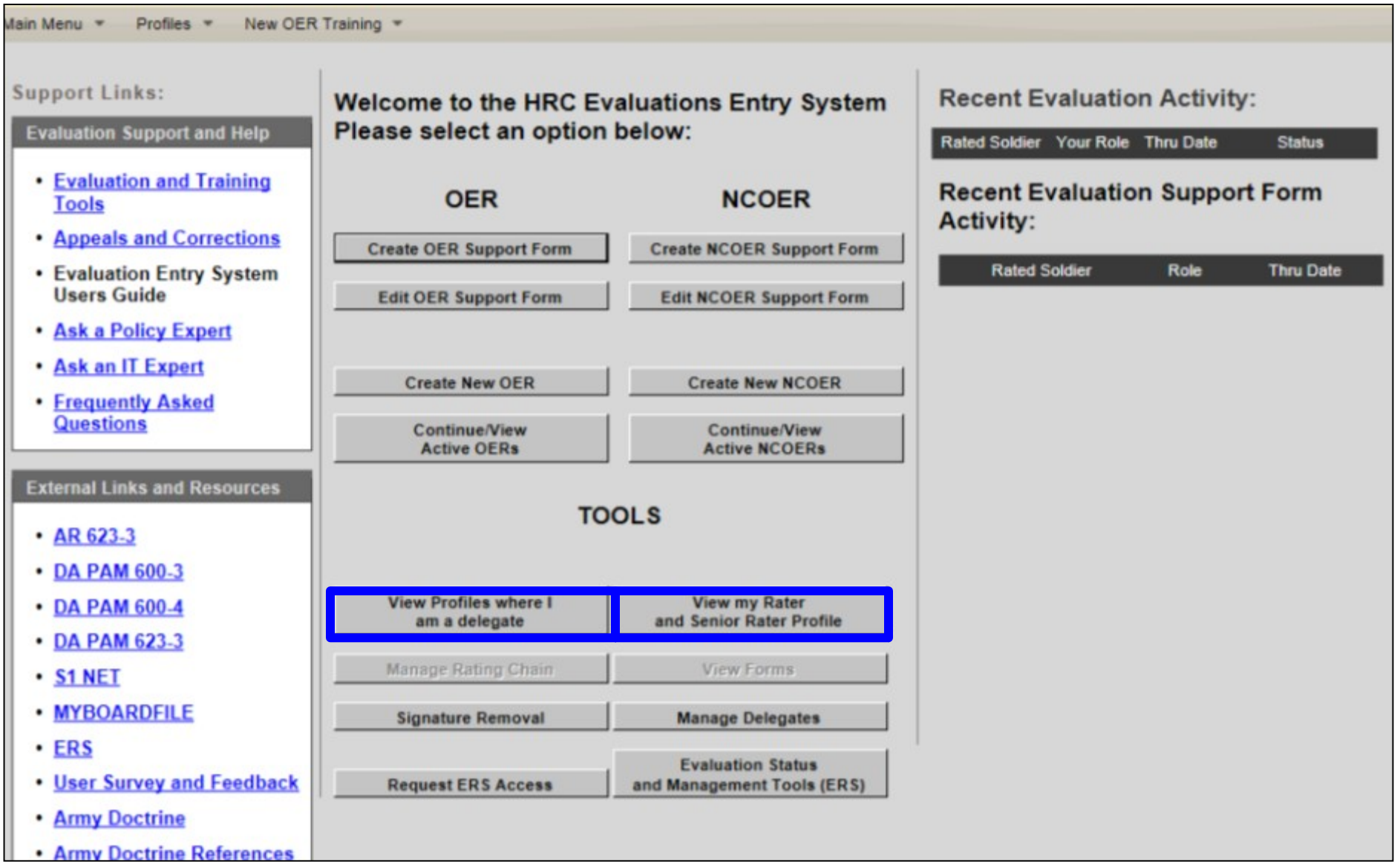
Evaluation Entry System (EES) Tools

https://evaluations.hrc.army.mil/



Unclassified

Rater Tendency / Senior Rater Profile Link



Unclassified

Rater Tendency / Rater and Senior Rater Profiles

Rater Tendency

4 items found, displaying

Role	Rank Rated	FAR EXCEEDED STANDARD	EXCEEDED STANDARD	MET STANDARD	DID NOT MEET STANDARD
RATER	SSG	1	2	4	0
RATER	SFC	2	3	6	1
RATER	MSG	1	1	4	0
RATER	SGM	0	1	0	0

Rater Profiles

Only applies to Officers

3 items found, displaying all items

Role	Rank Rated	EXCELS	PROFICIENT	CAPABLE	UNSATISFACTORY
RATER	CPT	1	3	0	0
RATER	CW2	1	3	0	0
RATER	MAJ	0	4	0	0

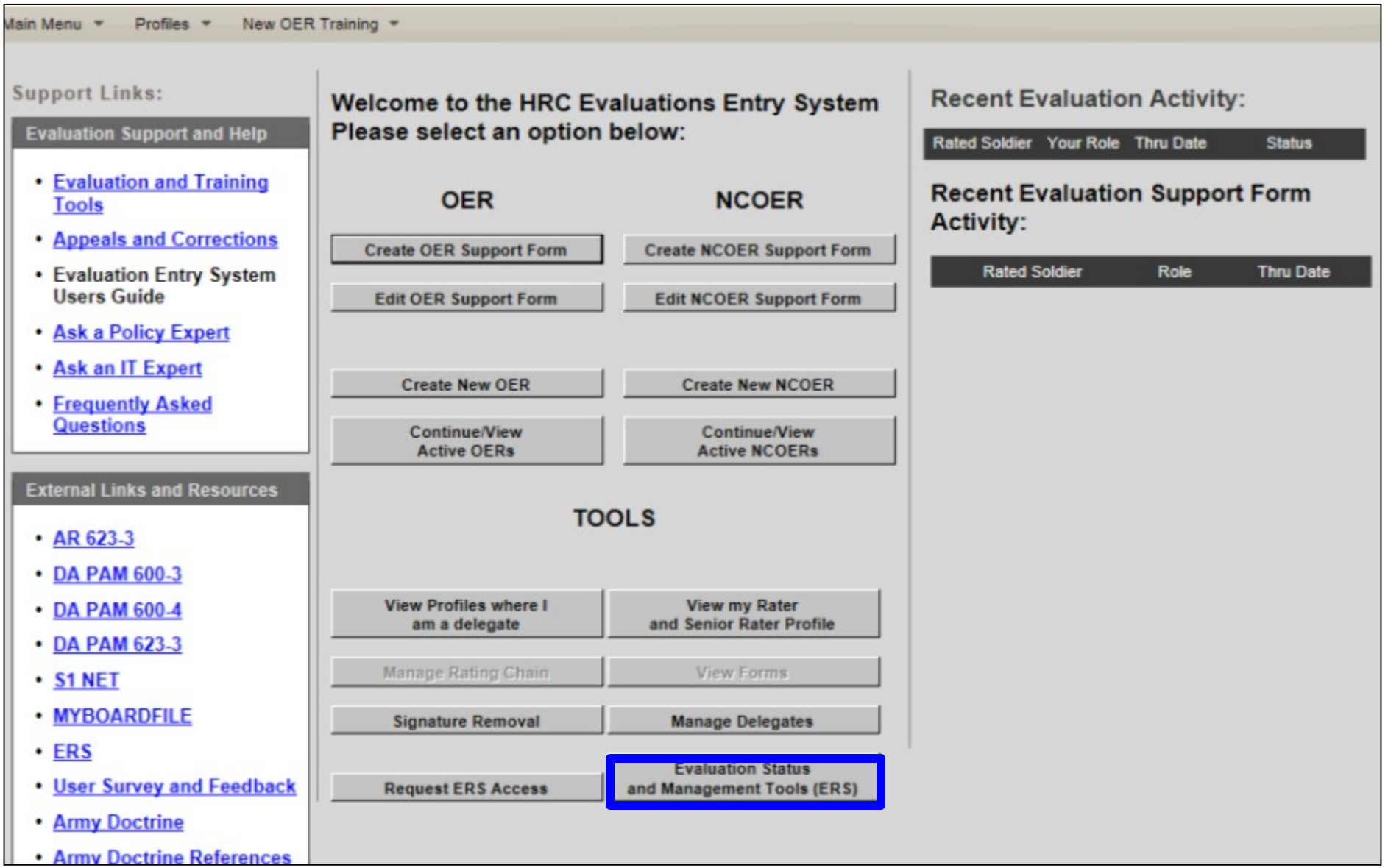
Senior Rater Profiles

3 items found, displaying all items

Role	Rank Rated	MOST QUAL / MULTI STAR	HIGHLY QUAL / PROMOTE TO BG	QUAL / RETAIN AS COL	NOT QUAL / UNSATISFACTORY
SENIOR RATER	SSG	1	2	0	0
SENIOR RATER	SFC	0	3	0	0
SENIOR RATER	1LT	0	1	0	0

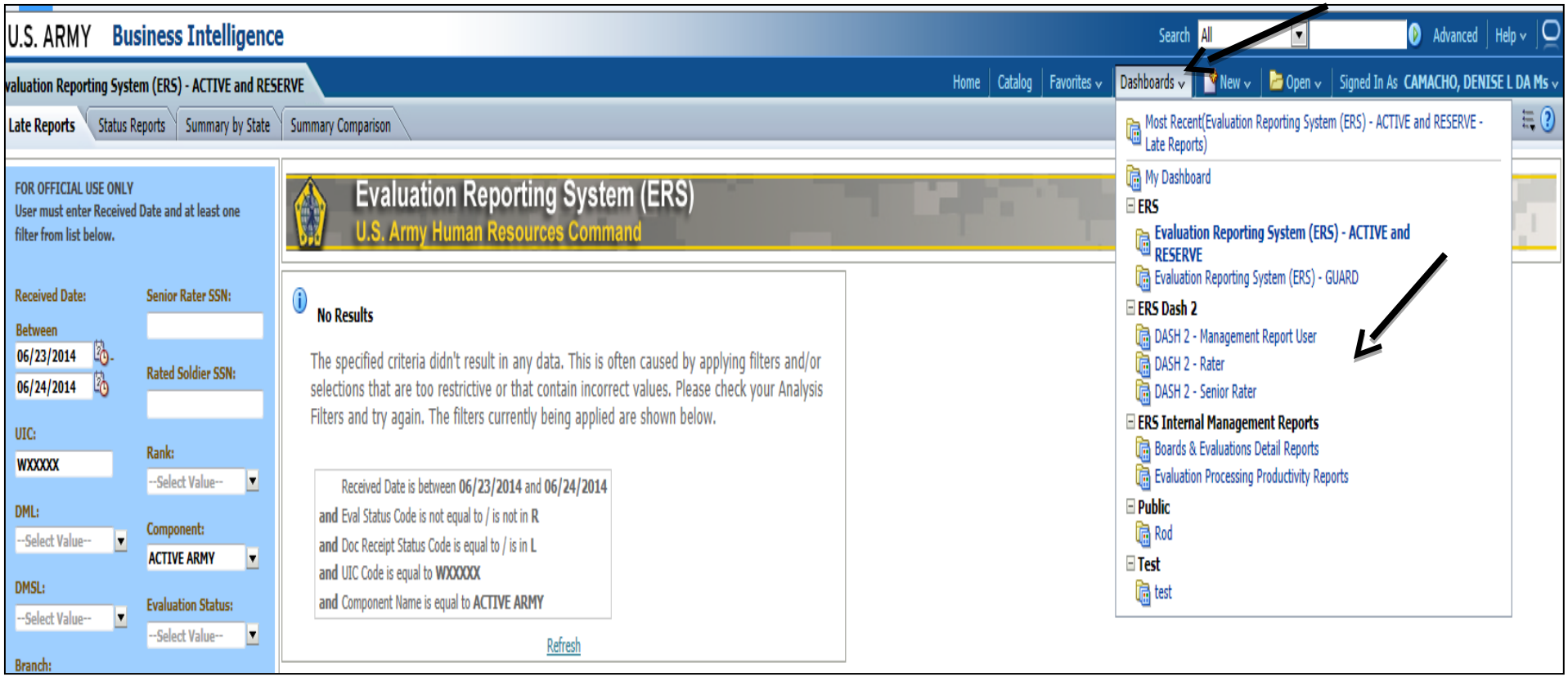
Unclassified

ERS Link to Senior Rater Profile (DASH 2)



Unclassified

Senior Rater Profile Dashboard


U.S. ARMY Business Intelligence
Search All Advanced Help
valuation Reporting System (ERS) - ACTIVE and RESERVE
Home Catalog Favorites Dashboards New Open Signed In As CAMACHO, DENISE L DA Ms
Late Reports Status Reports Summary by State Summary Comparison
FOR OFFICIAL USE ONLY
User must enter Received Date and at least one filter from list below.
Received Date:
Between
06/23/2014
06/24/2014
Senior Rater SSN:
Rated Soldier SSN:
UIC:
WXXXXX
Rank:
--Select Value--
DML:
--Select Value--
Component:
ACTIVE ARMY
DMSL:
--Select Value--
Evaluation Status:
--Select Value--
Branch:
Evaluation Reporting System (ERS)
U.S. Army Human Resources Command
No Results
The specified criteria didn't result in any data. This is often caused by applying filters and/or selections that are too restrictive or that contain incorrect values. Please check your Analysis Filters and try again. The filters currently being applied are shown below.
Received Date is between 06/23/2014 and 06/24/2014
and Eval Status Code is not equal to / is not in R
and Doc Receipt Status Code is equal to / is in L
and UIC Code is equal to WXXXXX
and Component Name is equal to ACTIVE ARMY
Refresh
Most Recent(Evaluation Reporting System (ERS) - ACTIVE and RESERVE - Late Reports)
My Dashboard
ERS
Evaluation Reporting System (ERS) - ACTIVE and RESERVE
Evaluation Reporting System (ERS) - GUARD
ERS Dash 2
DASH 2 - Management Report User
DASH 2 - Rater
DASH 2 - Senior Rater
ERS Internal Management Reports
Boards & Evaluations Detail Reports
Evaluation Processing Productivity Reports
Public
Rod
Test
test

Unclassified

Senior Rater Profile Management Tool

NAME	Position	#of NCOERs previously received in current position (include previous SR's NCOERS)	Last NCOER / Type / Rating	Projected NCOER (Date of next NCOER)		Projected Type (Type of report - use codes)	Projected Rating - How I would rate this NCO if I rated all NCOs in this grade today (49.9% or less in MQ / adjust as	NCOER to DA (90days) - Date report needs to be at DA (Board reports need to get to DA per board message).	Subsequent NCOER - Will the NCO receive more reports from you after the projected NCOER, if so, how	Date of Rank	Next Board/Date - Next selection board the NCO would be eligible for (Use chart profile management board dates).	Projected Departure	STATUS: Support Form received, draft initiated, signed by all appropriate personnel, submitted to
				From	Thru								
Alpha, John A	Platoon Sergeant	0		6-Sep-14	5-Sep-15	AN	HQ	4-Dec-15	1	1-Jan-11	15-Jan-16	5-Sep-16	
Bravo, John B	Platoon Sergeant	0		11-Sep-14	10-Sep-15	AN	MQ	9-Dec-15	1	1-Dec-11	15-Jan-16	10-Sep-16	
Charlie, John C	Platoon Sergeant	0		1-Jan-15	26-Sep-15	CR	HQ	25-Dec-15	No	1-Sep-14		2-Jan-15	
Delta, John D	Platoon Sergeant	0		22-Nov-14	1-Oct-15	CR	HQ	30-Dec-15	1	1-Oct-14		23-Nov-14	
Echo, John E	Platoon Sergeant	0		4-Feb-15	18-Oct-15	CR	HQ	16-Jan-16	No	1-Mar-15		5-Feb-15	
Foxtrot, John F	Platoon Sergeant	0		3-May-15	24-Oct-15	CR	HQ	22-Jan-16	No	1-Feb-14		4-May-15	
Golf, John G	Platoon Sergeant	0		7-May-14	16-Nov-15	CTR	MQ	14-Feb-16	1	1-Oct-12	15-Jan-16	16-Nov-16	
Hotel, John H	Platoon Sergeant	0		2-Nov-14	1-Nov-15	AN	Q	30-Jan-16	1	1-Jul-09	15-Jan-16	1-Nov-16	

Senior Rater Profile

Most Qualified	Highly Qualified	Qualified	Not Qualified	TOTAL	% Top Block
2	5	1	0	8	25%

Note: Promotable NCOs serving in positions authorized the promotable grade will be profiled at the promotable grade if listed as (P) on the NCOER.

Ratings

- MQ - Most Qualified (limited to 49.9%)
- HQ - Highly Qualified
- Q - Qualified
- NQ - Not Qualified

NCOER Types

AN = Annual	PCS = PCS
CR = Change of Rater	RFC = RFC Relief for Cause
CD = Change of Duty	SRO = SR Option
CTR = Complete the Record	

Unclassified

Check on Learning

1. How can you view your Rater Tendency? Senior Rater Profile?

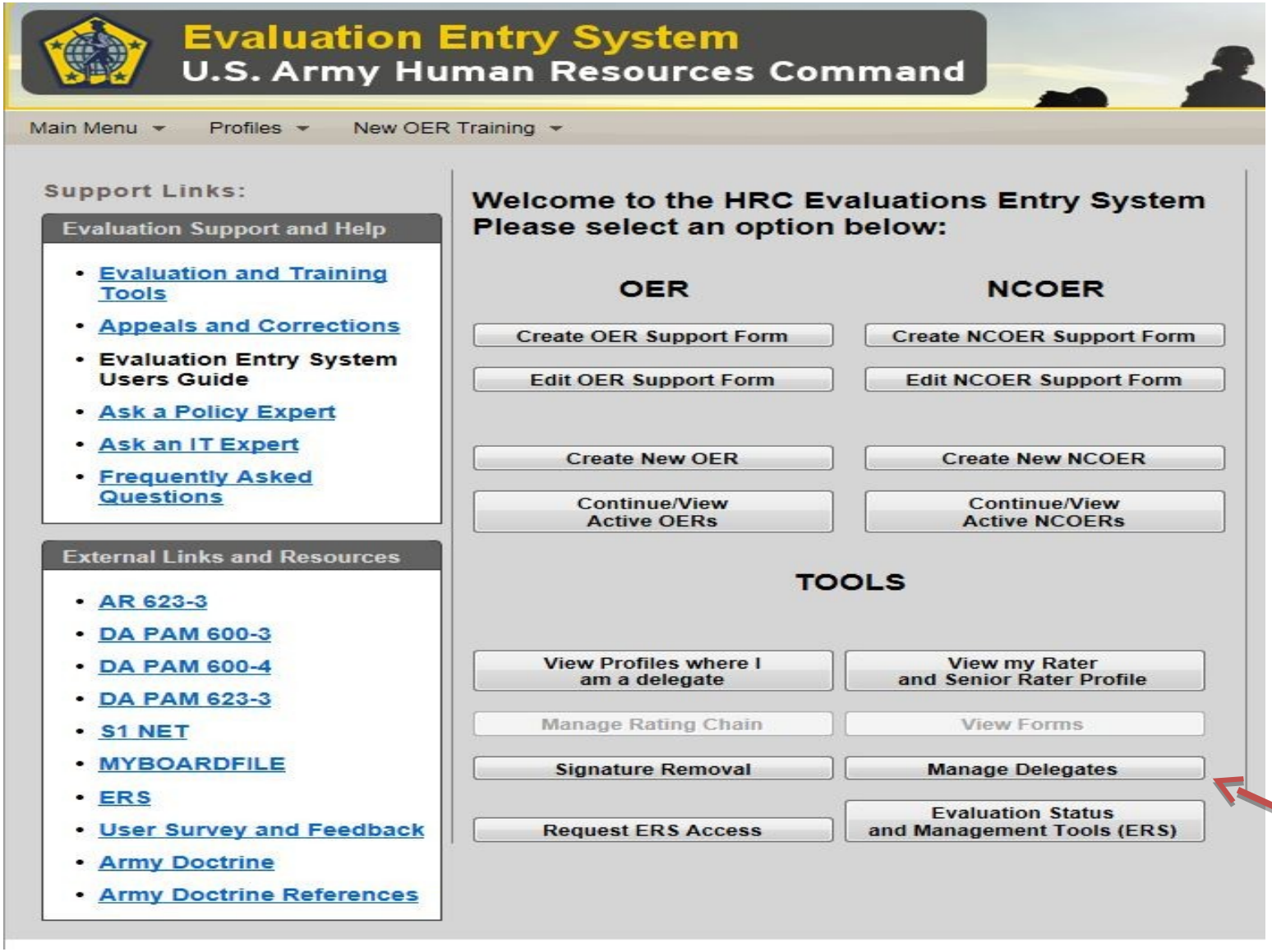
2. How can you view profiles in which you are a delegate?

3. What is the Evaluation Status and Management Tools (ERS)?

4. Where is the Senior Rater Profile Report (DASH 2) located?

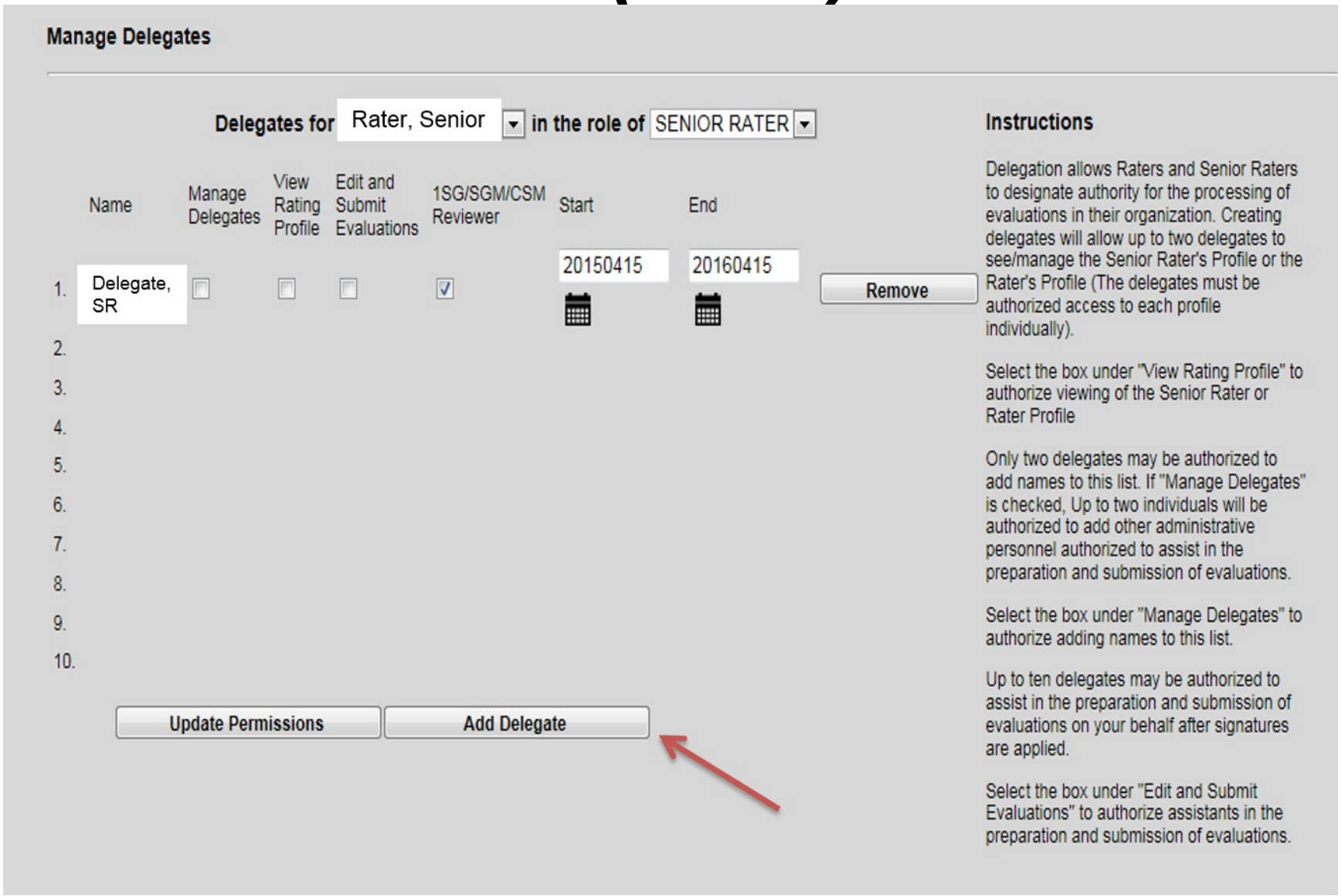
Unclassified

How to Assign / Manage Delegates



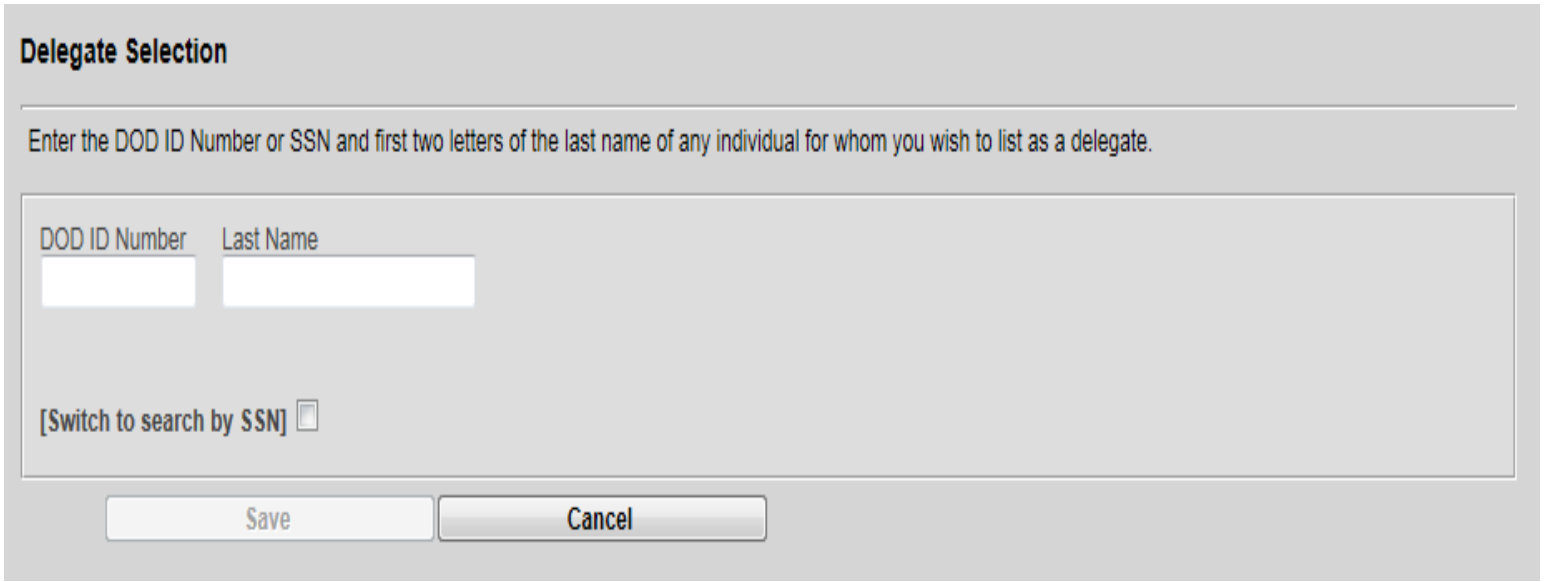
Unclassified

How to Assign / Manage Delegates (cont.)


Manage Delegates
Delegates for Rater, Senior in the role of SENIOR RATER
Name
Manage Delegates
View Rating Profile
Edit and Submit Evaluations
1SG/SGM/CSM Reviewer
Start
End
1. Delegate, SR
20150415
20160415
Remove
2.
3.
4.
5.
6.
7.
8.
9.
10.
Update Permissions
Add Delegate
Instructions
Delegation allows Raters and Senior Raters to designate authority for the processing of evaluations in their organization. Creating delegates will allow up to two delegates to see/manage the Senior Rater's Profile or the Rater's Profile (The delegates must be authorized access to each profile individually).
Select the box under "View Rating Profile" to authorize viewing of the Senior Rater or Rater Profile
Only two delegates may be authorized to add names to this list. If "Manage Delegates" is checked, Up to two individuals will be authorized to add other administrative personnel authorized to assist in the preparation and submission of evaluations.
Select the box under "Manage Delegates" to authorize adding names to this list.
Up to ten delegates may be authorized to assist in the preparation and submission of evaluations on your behalf after signatures are applied.
Select the box under "Edit and Submit Evaluations" to authorize assistants in the preparation and submission of evaluations.

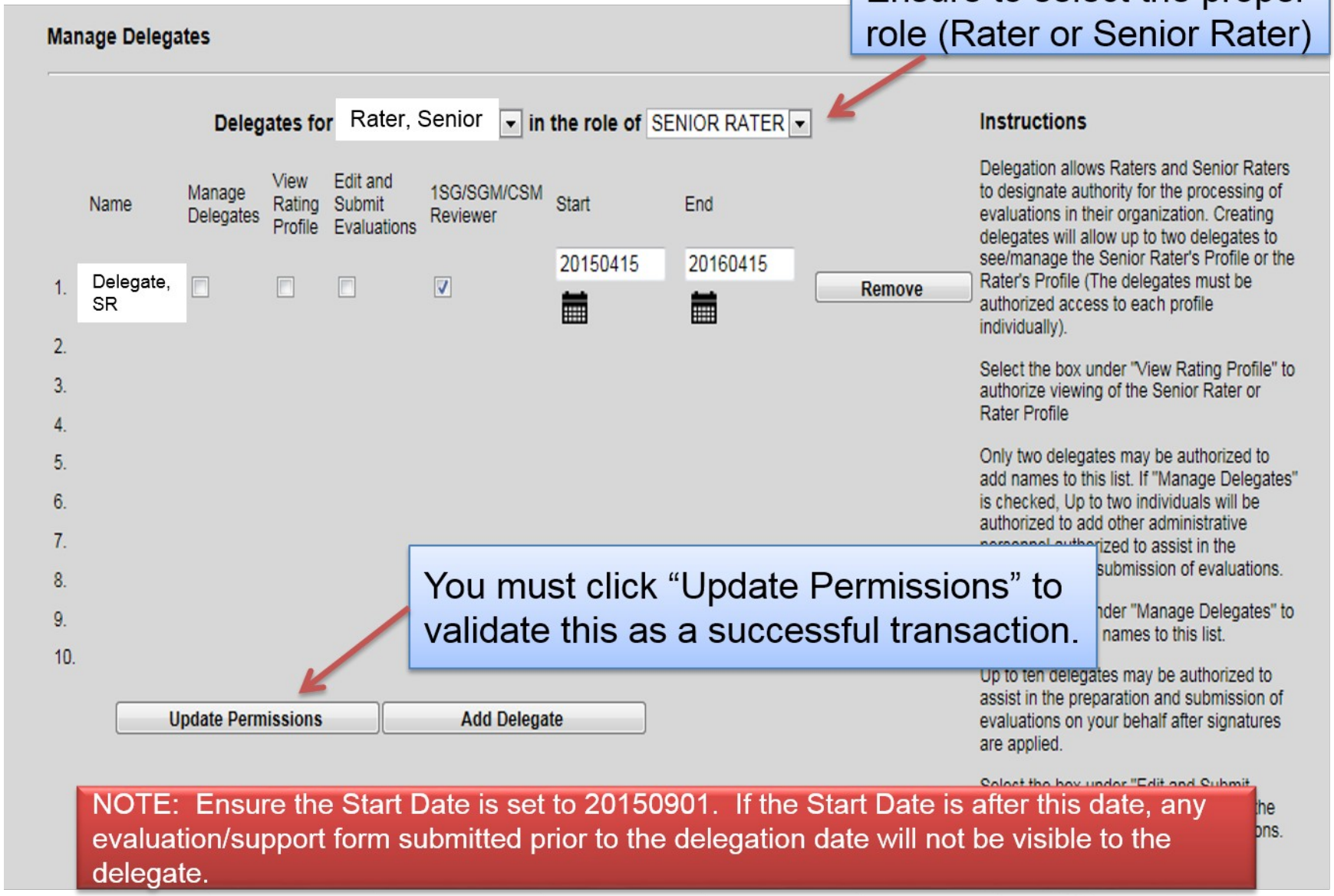
Unclassified

How to Assign / Manage Delegates (cont.)


Delegate Selection
Enter the DOD ID Number or SSN and first two letters of the last name of any individual for whom you wish to list as a delegate.
DOD ID Number
Last Name
[Switch to search by SSN]
Save
Cancel

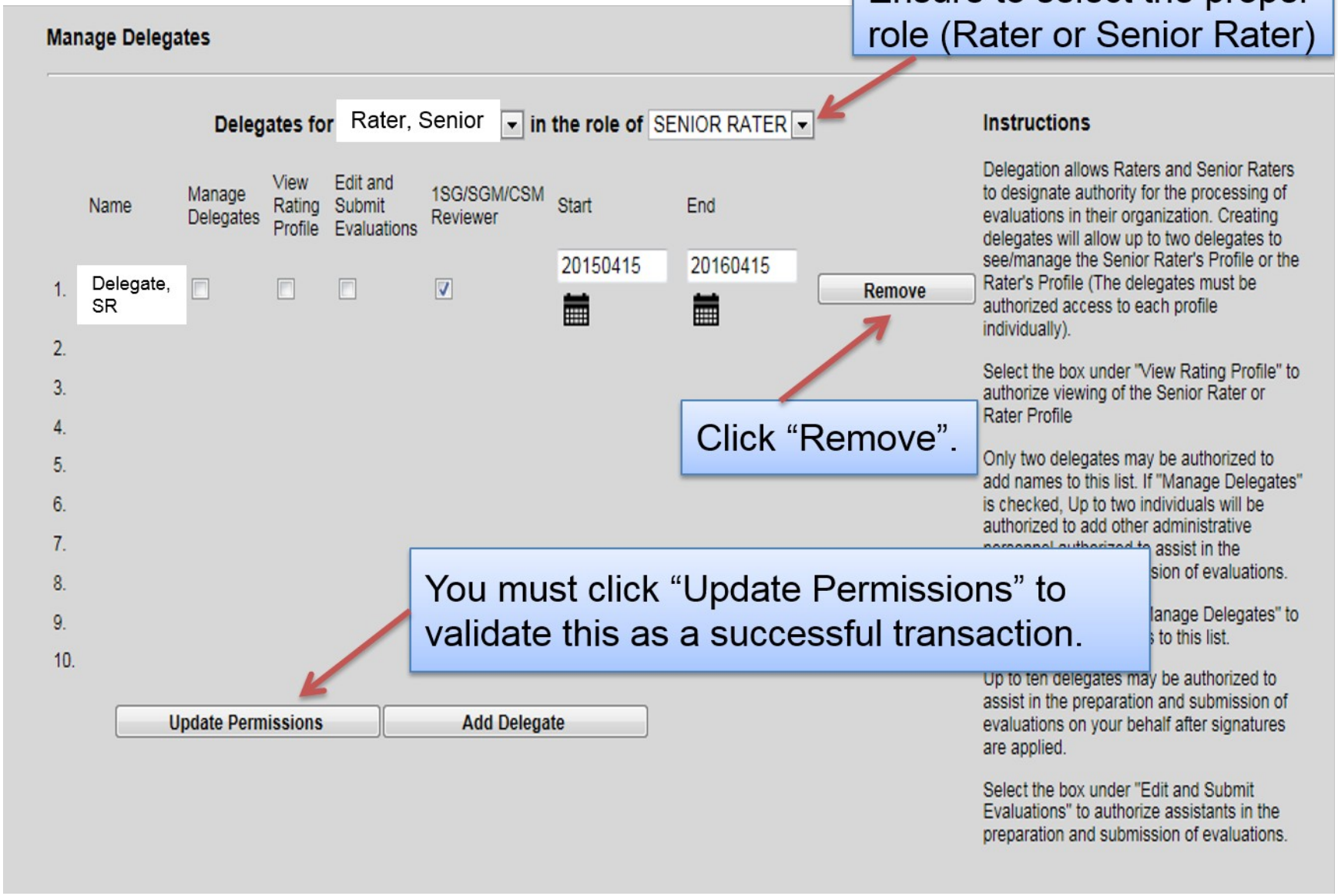
Unclassified

How to Assign / Manage Delegates (cont.)


Ensure to select the proper role (Rater or Senior Rater)
Manage Delegates
Delegates for Rater, Senior in the role of SENIOR RATER
Name
Manage Delegates
View Rating Profile
Edit and Submit Evaluations
1SG/SGM/CSM Reviewer
Start
End
1. Delegate, SR
20150415
20160415
Remove
2.
3.
4.
5.
6.
7.
8.
9.
10.
Update Permissions
Add Delegate
You must click “Update Permissions” to validate this as a successful transaction.
Instructions
Delegation allows Raters and Senior Raters to designate authority for the processing of evaluations in their organization. Creating delegates will allow up to two delegates to see/manage the Senior Rater's Profile or the Rater's Profile (The delegates must be authorized access to each profile individually).
Select the box under "View Rating Profile" to authorize viewing of the Senior Rater or Rater Profile
Only two delegates may be authorized to add names to this list. If "Manage Delegates" is checked, Up to two individuals will be authorized to add other administrative
submission of evaluations.
nder "Manage Delegates" to
names to this list.
Up to ten delegates may be authorized to assist in the preparation and submission of evaluations on your behalf after signatures are applied.
NOTE: Ensure the Start Date is set to 20150901. If the Start Date is after this date, any evaluation/support form submitted prior to the delegation date will not be visible to the delegate.

Unclassified

How to Assign / Manage Delegates (cont.)


Ensure to select the proper role (Rater or Senior Rater)
Manage Delegates
Delegates for Rater, Senior in the role of SENIOR RATER
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1SG/SGM/CSM Reviewer
Start
End
1. Delegate, SR
20150415
20160415
Remove
2.
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4.
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Click “Remove”.
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Update Permissions
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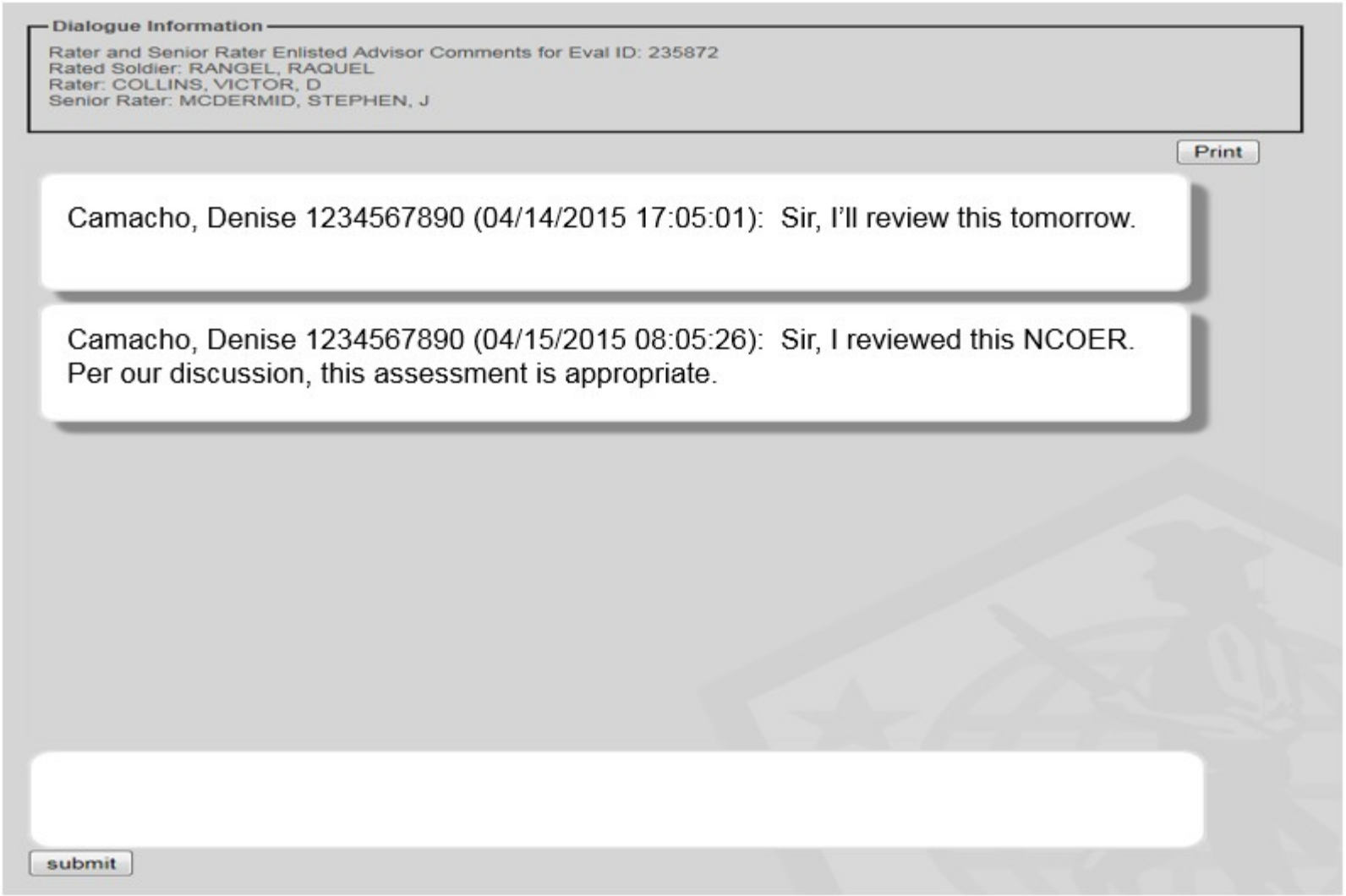
Select the box under "Edit and Submit Evaluations" to authorize assistants in the preparation and submission of evaluations.

Unclassified

Enlisted Advisor Comments


Dialogue Information
Rater and Senior Rater Enlisted Advisor Comments for Eval ID: 235872
Rated Soldier: RANGEL, RAQUEL
Rater: COLLINS, VICTOR, D
Senior Rater: MCDERMID, STEPHEN, J
Print
Camacho, Denise 1234567890 (04/14/2015 17:05:01): Sir, I'll review this tomorrow.
Camacho, Denise 1234567890 (04/15/2015 08:05:26): Sir, I reviewed this NCOER. Per our discussion, this assessment is appropriate.
submit

Unclassified

Check on Learning

1. Who assigns Senior Rater delegates?

2. How many administrators can one Senior Rater have?

3. What is the maximum number of delegates for each rating official?

4. How often is a Senior Rater required to update their permissions?

5. Who can view a Senior Rater's profile within EES?

6. Describe the Rater / Senior Rater Enlisted Advisor delegate function?

Unclassified

Summary

- Evaluation Reporting System
  - Responsibilities of the Rating Chain
  - Role of the Rating Chain & Keys to Success
  - Developing a Rating Philosophy

- Rater Overall Performance
  - Rater Comments
  - Rater Tendency
  - Rater Tendency Label
  - Rater Tendency Report

- Senior Rater Overall Potential
  - Senior Rater Narrative
  - Senior Rater Consistency
  - Immature Profile / Small Population
  - Senior Rater Profile Calculation
  - Senior Rater Profile Box Check Warning
  - Senior Rater Profile Labeling Rules
  - Managed Profile Technique

Unclassified

Summary (cont.)

- Evaluation Entry System (EES) Tools
  - Rater Tendency / Senior Rater Profile Link
  - Rater Tendency / Senior Rater Profile
  - ERS Link to Senior Rater Profile (DASH 2)
  - Senior Rater Profile Dashboard
  - Senior Rater (DASH 2)
  - Senior Rater Profile Management Tool
  - How to Assign / Manage Delegates

Unclassified

Questions

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- dearonne.bethea.mil@mail.mil
- clifton.l.williams22.mil@mail.mil

Unclassified